

Dimensions

Defense Logistics Agency

Summer 2005

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★★★ From the Director

America's Armed Forces deployed throughout the globe deserve the very best support that the Defense Logistics Agency's (DLA) workforce can provide. Our important work supporting the warfighter is dependent upon our readiness and effectiveness. We continue to adapt to changing demands and use evolving technology to ensure we meet logistics requirements.

One example of new technology is the prototype radio frequency identification tag "3G" that we tested at Defense Distribution Depot Susquehanna, PA. Using a network of global satellites, the prototype includes a traditional Radio Frequency Identification (RFID) tag along with global positioning system and satellite capabilities, giving transportation personnel access to the tag's location within feet.

We have also established the Enterprise Data Center to migrate DLA's servers and applications in order to reduce costs for server maintenance and future upgrades to Agency-wide software applications as well as improve capability to provide information assurance security across the enterprise.

The Defense Supply Center Philadelphia, PA, (DSCP) is conducting a Troop Support Academy, a 3 day training course designed to help each employee understand the critical support role they play in supporting America's warfighters. It is structured to ensure employees are familiar with the total scope of military products managed by DSCP.

The Defense Logistics Information Service (DLIS) reports on an enhancement to the Federal Logistics Data products (FED LOG). FED LOG users who are connected to the Internet will be able to link from FED LOG into the Web-based version of the Federal Logistics Information System to get the latest item information on more than 7 million National Stock Numbers.

Personnel at the Defense Supply Center



Richmond, VA, (DSCR) are spearheading a billion-dollar, multi-year project that will extend the service life of the Air Force's F-16 Fighting Falcon. The project is making use of parts kitting to strengthen the aircraft's structure. This tip-to-tail modification includes replacing bulkheads and wing-attachment fittings.

Whether military, civilian, or reserve – DLA personnel are dedicated to support our Nation's Soldiers, Sailors, Airmen, and Marines on time and every time. ♦

KEITH W. LIPPERT
Vice Admiral, SC, USN
Director

Dimensions

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On the cover: A squad leader with 4th Platoon, Company A, 1st Battalion, 6th Marine Regiment, provides security along a pond in the farm fields of Saqlawiyah, Iraq, during Operation Hard Knock. Company A personnel worked alongside Iraqi Security Forces to sweep through northern Saqlawiyah's Al Zakarit district to look for weapons and insurgent activity, as well as gather census information on the populace. (Photo by Cpl. Mike Escobar)



Defense Logistics Agency

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Latest RFID Tag Sharpens Asset Visibility

By Jessica Walter
Defense Distribution Center
Command Affairs

The next model in a long line of in-transit visibility enhancement technology, the “3G” radio frequency identification prototype tag, was placed on four outbound pallets at Defense Distribution Depot Susquehanna, Pa., in January.

“The prototype tags function just as the current RFID tags but with one added benefit – it phones home from any position around the world,” said Mark Lieberman, Defense Distribution Center supply management specialist.

Using the Iridium network of global satellites, the prototype is a combination unit that includes a traditional RFID tag along with global positioning system and satellite capabilities, giving defense transportation personnel access to the tag’s location – exact to within feet.

As materiel release orders flowed in to DDSP, DOD’s largest warehouse and the eastern strategic distribution platform for military supplies, a group of self-proclaimed “wire heads” from various federal agencies and private technology companies worked alongside DDSP information technology personnel to write shipment data onto the 3G prototype tags.

“With the 410 tag that we currently use, we know when it passes through a portal [or interrogator], and when it passes through another portal, but we need visibility of where that shipment is in the meantime and the 3G will give us that ability,” Lieberman continued.

As DLA’s lead center for distribu-

tion, DDC is committed to minimizing customers’ uncertainty in the supply chain and ensuring that warfighters receive the materiel they need, when they need it and with complete order status information from the time of order fulfillment until delivery.

“This new technology will further enhance our in-transit visibility capabilities on a global scale,” said logistics management specialist Jeff Fee of the Logistics Transformation Agency. The 3G RFID tag will have the capability to pin-point the exact location of supplies at any given time anywhere in the world.

The infrastructure of RF readers and interrogators that read a tag when it passes by do not exist in many of the places that military supplies are currently being shipped – in countries like Iraq, Afghanistan, Pakistan, and Africa. The 3G prototype can be programmed to communicate via satellite with the worldwide RF/in-transit visibility servers that send the data to several sources including the Global Transportation Network providing its identification number (used to access information about the shipment), the date and time, as well as current position to within 3.5 feet even when it travels beyond the existing RF infrastructure.

This ability to operate in technologically austere environments will not only help with current military missions, but will also aid in expediting deployment in the future to any location in the world regardless of the presence of RF infrastructure or even electricity.

The prototype tags, along with the traditional 410 tags, were

attached to four pallets at DDSP.

“We’ve put two tags on each pallet, the 3G prototype and the 410, to validate that the prototype is being read. If we get six hits off of the current tag and only five off the prototype, then we know improvements are necessary,” said Lieberman.

The prototype RFID tag was developed by a collaboration of three private industry companies. Working for the government’s Logistics Transformation Agency, Ocean Systems Engineering Corporation was the lead contractor responsible for the tag’s design and development. They worked with NAL Research Corporation to integrate the components of the device and with SAVI Technologies, Inc. for hardware and engineering support.

After the 3G tags arrived at their final destinations in Afghanistan, Kuwait, Iraq, Bosnia and Kosovo, Army field service engineers collected the tags and compare the data to that collected from the 410 to see if all the information was successfully transmitted and received.

Those four prototype tags will then be sent to DDC’s other strategic distribution platform, Defense Distribution Depot San Joaquin, Calif., (DDJC), where the test will be performed again on shipments heading to the other side of the globe – Asia and the Pacific.

Full deployment of the 3G tag is not expected for several years. “We’re still in the early stages of testing this prototype and we consider this the proof of concept phase,” said DLA Supply Systems Analyst Gene Bransfield. “This technology may be particularly useful in tracking sensitive or critical ship-



Kevin Donati of Savi Technologies, Inc. and Rick Anderson of NAL Research Corporation attach the 3G prototype RFID tag to a pallet of vehicle parts kits being shipped to Kandahar, Afghanistan, from Defense Distribution Depot Susquehanna, Pa.

ments.”

Once the 3G tags are fully implemented, they will allow transportation personnel to monitor shipments as they move through the supply chain to ensure that they are transported in a timely manner and along the correct route, an ability necessary for the new era of sense-and-respond logistics.

Sense-and-respond logistics is a concept that relies on sensors, communication networks, and the effective transfer of information and feedback to decide when supplies will be delivered, in what manner, and from where.

“This prototype RFID tag is another step toward sense-and-respond logistics,” said LTA’s Fee. “It gives the warfighter, our customer, the ability to see their equipment so they can sense what is coming and when in order to respond accordingly.”

Today, customers can access the RF/in-transit visibility or Global Transportation Network servers by computer to track their shipments throughout the supply pipeline. They will also have the capability to access the 3G tags by e-mail to modify reporting characteristics including reporting frequency.

Another feature being considered for the 3G is to add temperature and humidity sensors. When the tag encounters conditions that are too hot, too cold, too wet or too dry for the contents of the shipment, the unit will automatically activate itself and send a communication to the server notifying defense transportation personnel of the unfavorable conditions.

“We see this tag as an excellent resource for supporting today’s lean, agile military by providing information that will further enhance asset visibility throughout the entire distribution process,” said Lieberman. ♦

DLA's Enterprise Data Center Moves Forward with Server Consolidation

By Marcia Klein
DLA Public Affairs Office

A great deal of progress has already been made in migrating the Defense Logistics Agency's servers and applications into DLA's new Enterprise Data Center being managed under a contract with Hewlett-Packard.

The EDC will consolidate about 2,400 of the Agency's existing servers down to about 600, which will result in cost reductions for server maintenance and future upgrades to Agency-wide software applications, as well as improved capability to provide information assurance security across the enterprise.

The consolidation of servers and applications also means a reduced requirement for information technology professionals to manage those requirements. However, no government positions are expected to be lost because of this consolidation; it is expected that their roles will change and more emphasis will be needed in managing the "right-sourced" activities.

"We had already contracted out a lot of the server maintenance positions for the Agency, so this consolidation should also see a reduction in contracting costs," said Lt. Col. Scott Pigeon, the EDC program manager. "With EDC come new opportunities for executing other DLA enterprise initiatives like global help desk, software licensing, storage management, network operations and information assurance. We need to keep our highly qualified, well-trained J-6 work force. We will work with all DLA employees who may have job position changes to ensure they get essential training necessary for new positions and are comfortable making those changes."

He added that there are a couple of benefits the general DLA work force should see from these consolidations.

"Combining our resources will help us quite a bit in the future when we need upgrades to software applications. The consolidations will allow us to get better deals for software licensing, meaning cost savings that can be applied elsewhere, and we shouldn't see the problems we've had with different sites having different versions of the same software, because one site didn't have the resources to upgrade to the newest version," he said. "Most of the changes will be 'transparent' to the general work force, but those involved in project development will also see cost savings because they won't have to pay to increase server capacity for their programs at their individual sites since we'll be using an enterprise-wide approach."

The enterprise-wide system will allow the server man-

agers to shift applications to servers that are underutilized, rather than purchasing additional server capability, he said. "That's why we've hired TeamHP to provide us a service not hardware.

The consolidation of servers across DLA will also significantly improve the Agency's ability to maintain information assurance and other IT security programs across the enterprise. It will also expand and improve DLA's IT disaster recovery and continuity of operations processes.

The servers will be consolidated into two locations: EDC West in Denver, Colo., and EDC East in Columbus, Ohio. Pigeon said that although HP has the contract to install and manage the infrastructure for this consolidation, the company will not have access to any of DLA's applications or software, which had been mentioned as a security concern by DLA employees inquiring about EDC.

The consolidation is being done in phases by groups to reduce risk and ensure DLA operations can continue without interruption, he said.

"Also, we're not doing this consolidation with capital funds. It's being done with operational funds, so that bounds how much we can spend at one time," Pigeon said. "So, we're not doing this as fast as we can; we're doing this as intelligently as we can with the funding that we have." He added that a lot of pre-planning is done before migration, during the analysis and design phases which are unique to each DLA site. That pre-planning is to help ensure that the actual migration goes as smoothly as possible, with little if any disruption.

The Defense Reutilization and Marketing Service and the Defense Logistics Information Service were in the first group migrated into EDC, along with DLA headquarters, and J-6 employees and others at those locations provided valuable lessons learned from the analysis and design portions and the actual migration time, which will be incorporated into the processes for the remaining sites.

Full operational capability, meaning that migration of all DLA sites has been accomplished, is scheduled for October 2006.

For more information, visit the EDC page on eWorkplace. Click on the "Programs and Initiatives" sub-tab under the "One DLA" heading. After that opens, click on "EDC – Enterprise Data Center" listed under the "Detailed Navigation" heading on the left side of the page.

To ask questions about EDC, send an e-mail to EDCQuestion@dla.mil. ♦

Troop Support Academy Drives Point Home: DSCP is Ready, Responsive and Relevant

By Lorraine Netzko
Defense Supply Center Philadelphia
Corporate Communications

If you think your job at the Defense Logistics Agency isn't vital, then you weren't in the first class of the Troop Support Academy.

On Jan. 11, 2005, Army Brig. Gen. Raymond V. Mason, Commander of the Defense Supply Center Philadelphia, Pa., kicked off the DSCP Troop Support Academy, a three day training course designed to help each employee understand the critical support role they play in supporting America's warfighter.

"The TSA is structured to ensure all of our employees are familiar with the total scope of military products managed by DSCP. It will increase your knowledge base and familiarize you with all the innovative and creative support initiatives used throughout all of our product lines," Mason told the 125 students in attendance. "DSCP has a major impact on our Nation's Armed Forces and their ability to perform. This academy will underscore the importance of our Agency and the important contribution it makes to accomplish the job. You'll better appreciate how your day-to-day job-related duties impact on the warfighter."

The general restated the importance of DLA's top-level mission focus in meeting the materiel needs of the military, and DSCP's programs which support those priorities. Support to the warfighter is the absolute top priority said Mason. To provide direct support in-theater, DSCP has personnel in the Defense Logistics Agency Contingency Support Team. Agency Transformation is the second priority and is accomplished through programs such as the implementation of Business Systems Modernization.

The Corporate Climate is DLA and DSCP's third priority and improving communications between DSCP management and the work force is the goal. The Warfighter Requirements Analysis Process, the fourth priority, is buying the right items at the right levels. DSCP accomplishes this

process by engaging in direct collaboration and partnership with the Combatant Commanders to determine their needs and deliver their supplies. The fifth priority is Distribution Process Ownership. DSCP has been named the Executive Agent for Medical and Subsistence items which means DSCP "owns" the supply chain from cradle to grave.

"DSCP is always making a cost benefit decision on someone's life. Nothing is easy, but everything is possible. Team DSCP took a 10 year program and jammed it into a six month program," Mason said in reference to the much needed body armor plates that DSCP supplied to Iraq.

The Academy followed a three-day schedule, two consisting of seminars and one dedicated to a site visit. The seminars presented by representatives from Subsistence, Business Systems Modernization, Customer Operations, Procurement, Financial Operations, Clothing and Textiles, Medical, Construction and Equipment, and Class IX Detachments gave an overview of how their respective area runs and what new initiatives are being put in place. Examples of commodity items were on display and samples of subsistence items were available for tasting.

The site visits were intended to show TSA students exactly how the customer uses DSCP-supplied items. One half of the class went to tour Dover Air Force Base while the other visited Ft. Dix Army Base/McGuire Air Force Base.

The Academy presented two guest speakers who gave their experience as "in-theater" customers.

Army Brig. Gen. Scott West, Quartermaster General, Quartermaster Center and School, Ft. Lee, Va., talked to the students about his 12 months in Iraq. As an example of DSCP's role, he

Members of the DSCP Troop Support Academy tour the Logistics Readiness Area at Dover Air Force Base. DSCP supplied items are stored in the floor-to-ceiling bins here and are used to outfit troops deploying overseas.



explained that initially there was a massive ration spoilage problem, but that DSCP managed to fix the problem from top to bottom. "You probably don't know what an immediate effect you had when the feeding problem was solved with the arrival of the Subsistence Prime Vendor. We served 500,000 meals a day with 90 Prime Vendor trucks. DSCP's role is extremely critical to the commander on the ground. From the manufacturer to the foxhole, DSCP was in the middle. You managed to increase the quality of life standards as time went on," said West.

"The U.S. is the only country that has the capability of sustaining forces over a long period of time, while we're also supporting 37 coalition nations. That's all because of DLA and DSCP,"

he added. "The nature of warfare changes and the nature of sustainment changes. DSCP gives phenomenal support. You are rapid, responsive and relevant."

Navy Cmdr. John Larson, Aviation Maintenance Manager aboard the USS ENTERPRISE, was a guest speaker on the final day of the Academy. He gave his perspective as to how his role as a DSCP customer changed from the evening of Sept. 10, 2001 to the morning of Sept. 11, 2001. Upon learning that America had been attacked, the 5,500 personnel aboard the ENTERPRISE had to rapidly resupply for another tour of duty. He recounted that it took 14 to 17 hours alone to resupply produce aboard ship.

"From the flight deck jerseys and boots, to the fire trucks and fire fighting gear, to the aqua packs and medicines, to the food and religious articles used on board, DSCP allowed us to do our job," he said.

On the off-site to Dover, Team DSCP toured the aerial port squadron where boxes are palletized and loaded for transport; the pharmacy and clinic; the logistics readiness squadron, where clothing and gear are stored and issued to soldiers being deployed; and the Patterson Dining Facility, where meals are prepared for over 600 people, four times daily.

The Troop Support Academy students got a chance to talk with some of the airmen about their duties, and they in turn told the students about

DLA eWorkplace....A Portal For the

On March 28, 2005, Release 3.1 of the Defense Logistics Agency eWorkplace was launched. For close to six months prior to this release, the eWorkplace team worked closely with a diverse group of DLA staff to gather feedback about how they use the portal and how it might be improved. What you see when you click on the eWorkplace icon is the result of this effort.

As a single point of entry to the vast amount of information created and maintained by DLA, eWorkplace is essential in supporting the Agency's mission to ensure that the work force is enabled and empowered to deliver and sustain logistics excellence. eWorkplace allows employees to gather and share information through one source and gives leaders the opportunity to better communicate essential information through the same means. Improving access to this information results in improved efficiency and productivity in carrying out DLA's overall mission and transformation efforts.

eWorkplace began as DLA's Knowledge Management (KM) Program, which is the guiding force behind

eWorkplace and provides the means by which essential resources are identified, gathered, and organized. Through KM, DLA is able to support a culture of knowledge-sharing that leverages the processes, tools, and technologies of Business Systems Modernization, Integrated Data Environment, and other DLA programs that have been tasked with transforming the way DLA does business. eWorkplace accomplishes this by getting the right information to the right people at the right time to make the best decision in support of the DLA mission.

Initially launched in October 2003 to a test audience, DLA eWorkplace has progressed through six separate releases, an SAP software upgrade, and the addition of a Content Management System to a select group of portal users as part of a concept demonstration. During this period, it has greatly expanded its user base, functionality, and content. Release 3.1 of eWorkplace is perhaps the most significant release in terms of enhancements and overall design changes. The crux of this release was a new look and intuitive navigation to promote ease of use.

For close to six months prior to launch, the eWorkplace team assembled a broad range of DLA staff including members of the Defense Logistics Information Service, Defense Reutilization and Marketing Service, Defense Supply Center Richmond, Defense Supply Center Philadelphia and DLA Enterprise Support to help drive the changes featured in the latest release. Their feedback regarding the portal was gathered through a variety of methods, including interviewing users individually, conducting small focus groups, and observing users while they used the portal. The eWorkplace team was interested in understanding how users think about and organize the information that they use. Users were also asked to share their ideas and opinions about proposed changes.

Among the many things that the eWorkplace team learned was that users wanted a more streamlined look and easier navigation. Specifically, they felt that the home page did not focus their attention, the portal was too cluttered with iViews and multiple scroll bars, and it was difficult to determine what page you were on. Additionally, user

the importance of their own jobs. "You've supplied everything here, every part, every article of clothing," said Air Force Staff Sgt. Tiant Young, supervisor in the aircraft parts storage area, back from three months in Baghdad. "When you're back at DSCP, don't think that you are just sitting at your desk pushing papers, hitting computer keys, doing nothing. Your jobs are getting it done, it's getting someone home, and it's keeping someone alive."

Perhaps the highlight of the Dover trip was a stop at the C-5 Galaxy Maintenance Hangar where the students got the chance to walk through, under

and over the mammoth transport plane. The C-5 Galaxy, one of the largest planes in the world, is capable of carrying fully equipped combat-ready military units to any point in the world on short notice, along with all the field equipment required to help sustain the forces.

At the end of the Academy, Mason told the students that he hoped the course "refreshed their sense of mission and helped heighten their attitudes and beliefs in supporting the warfighter with the right item, right time, right place, right price, every time." ♦



From left, Air Force Master Sgt. Gregory Parker, an attendee in the DSCP Troop Support Academy, looks over the offerings at the Patterson Dining Facility at Dover Air Force Base, Dover, Del.

Enterprise, By the Enterprise

feedback revealed that the search function produced unexpected results and it took too many clicks to get to needed information.

In response to these findings, the portal was redesigned significantly. The Home page was streamlined to focus on content relevant to all users such as leadership messages, links to key features of the portal, and quick and easy "entry points" to useful tools. The banner and icon also underwent a make-over, making them more visually appealing and user-friendly. The Search feature was enhanced to improve results and performance. And the Work and Home tabs were restructured to fit the way users think about information, in turn making information easier to locate. These are just some of the changes made to improve the end-user experience.

As DLA strives to meet the challenges of transforming the Agency, DLA eWorkplace is there to support initiatives to improve communication, streamline activities, and promote a collaborative culture. Recently released Climate/Culture Survey results indicate that although there have been improvements within the organization, including

the areas of team work and information sharing, there are still areas in need of improvement, including communication and trust. This illustrates that while the business benefits of transformation might be clear to those directly involved in the transformation process, the purpose may not be clearly defined for employees. Barraged by information, employees may find it difficult to understand the purpose of transformation, how they support it, and what they need to contribute in order to make it a success. Following are some examples of how eWorkplace can help to improve the corporate culture and climate even further to help support DLA's mission:

- **IDEAL:** Information is widely shared so that everyone can get the information he or she needs when it is needed.

- **ACHIEVED BY:** eWorkplace consolidates multiple sources of information and is the trusted source for internal news and knowledge. By providing direct and reliable access to enterprise information, eWorkplace empowers the work force, contributing to superior customer service.

- **IDEAL:** Cooperation across differ-

ent parts of the organization is encouraged.

- **ACHIEVED BY:** eWorkplace renders the complex and geographically-diverse nature of the Agency irrelevant. Rather than searching for information through multiple sources, employees have immediate access to the information they need in a shared information space.

- **IDEAL:** Teams are our primary building blocks.

- **ACHIEVED BY:** eWorkplace collaboration features support a unified culture across the Agency. These features include Instant Messenger, collaboration spaces for teams, DLA-wide discussion area, the "Ask the Boss" feature, and more.

Senior leaders have expressed commitment to continuing efforts to improve the corporate culture and climate. And through eWorkplace, these ideals can be realized. As the main gateway to valuable information and resources, and with the recent enhancements made as a result of significant user feedback, DLA eWorkplace is poised to become a portal for the enterprise, by the enterprise. ♦



Mark Kruse, an electronics engineer in the DSCC Product Testing Center, performs temperature testing on a linear microcircuit used on an A-6E Intruder aircraft. After screening, electrical testing and burn-in, 25 microcircuits were re-marked with new NSNs and delivered to the Aviation Supply Detachment for critical distribution. (Photo by Joel Hemmila)

DSCC Product Test Center Provides Critical Support

By Dan Bell
Defense Supply Center Columbus
Public Affairs Office

Life for associates working in the Defense Supply Center Columbus, Ohio, Product Test Center is everything but routine. Day in and day out, the engineers and laboratory specialists assigned to the PTC continue to make great strides in supporting today's warfighter with critical application items.

The on-site PTCs use state-of-the-art equipment and have the

capability to solve the quality and conformance requirements of a broad range of military and commercial applications in a reliable, cost-effective and timely manner.

The work performed in the test center has immediate impact for customers around the globe — from Marines in the trenches of Afghanistan to U.S. Air Force pilots in the cockpits of F-16 Fighting Falcons. Additionally, the PTC engineers work closely with Defense Logistics Agency item managers, buyers, technical and quality

specialists, and supervisors throughout the DLA supply chain as well as personnel from a multitude of engineering support activities.

There are two test centers located at DSCC — Mechanical Central and Electronics. There are a total of five PTCs located nationwide that perform scientific evaluations of products and related services. The three other test sites are located at Philadelphia, New Cumberland, Pa., and Stockton, Calif. The location of these modern testing

facilities enables PTC personnel to have close-working relationships with item managers, quality assurance specialists, contracting officers and other members of the ICP as well as immediate access to the assets where co-located with the primary distribution sites.

"Our test sites are often times required to perform tests on an emergency basis to ensure readiness is maintained," said Keith Robinette, supervisory quality assurance specialist, product testing mechanical central team. "An SAE Adapter used on the two-and-a-half-ton truck is a typical example. The mechanical central test site was asked to expedite pre-acceptance testing of 10 exhibits since there was a critical need for an adapter in Kosovo. The exhibits were received in our lab on Jan. 4, 2005, and were tested the following day. We sent a test report to affected parties on Jan. 6 and shipped the adapters

to Kosovo on Jan. 7.

"This demonstrates the benefit of the current overall structure of the DLA Product Testing Center and the efficiency of co-locating a test site with all elements of the inventory control point," Robinette added.

In addition to serving as a mechanical test center, the PTC at DSCC Columbus has an Electronics Product Testing Center.

According to John Copeland, quality program manager, product testing electronics unit, the Electronics Product Test Center has been instrumental in identifying and providing sufficient evidence to prosecute numerous suppliers of counterfeit connectors. This is an ongoing program that continues to detect and remove fraudulent material and suppliers from the government acquisition process.

The electronics PTC also receives items selected for product verifica-

tion from issuable assets and new procurements. Material that does not conform to specifications is rejected or suspended to prevent it from being distributed to the warfighter.

"Recently we tested some micro-circuits used on the A6-E and EA-6B aircraft," said Mark Kruse, electronics engineer on the active devices test team. "After screening, electrical testing and burn-in, 25 units were re-marked with new NSNs and delivered to the Aviation Supply Detachment for critical distribution."

Whether testing and repairing micro-circuits for an aircraft or conducting impedance testing on microphone handsets, the associates assigned to the DLA Product Testing Center support the warfighter with timely, responsive, credible testing that is economically priced and tailored to fit their customer's needs. ♦

Chuck Hawn, an electronics technician in the DSCC Mechanical Central Product Test Center, performs measurements on gold plated connector pins. The engineers use state-of-the art equipment and have the capability to solve the quality and conformance requirements of a broad range of military and commercial applications in a reliable, cost-effective and timely manner. (Photo by Joel Hemmila)



CRM is More Than Customer Service

By Colleen Pintar
Defense Supply Center Columbus
BSM Change Management

Though Customer Relationship Management is not a new concept in the private sector, formalizing the CRM process is new within the Department of Defense. In fact, the Defense Logistics Agency CRM program is the largest CRM effort in DOD and one of the largest in the federal government. At DLA, CRM is a customer-focused strategy comprised of people, processes and tools for setting and meeting mutual expectations that optimize value for both the customer and DLA.

As Debbie Haven, chief of the Defense Supply Center Columbus, Ohio, Maritime Customer Operations Nuclear Reactor Program and Operating Forces Division said, "The CRM program goals are to enable DLA to be more agile, decrease costs and, overall, increase customer satisfaction."

The DLA CRM program will establish an enterprise-wide CRM capability. This strategy will contribute to making DLA the best value provider of logistics products and services, thus retaining and increasing its military and other authorized customers. Our intention is to provide the customer with a unique level of service based on their requirements and preferences. The general approach for the program is based on several months of work conducted by a team of DLA personnel. The team identified the functional and operational requirements to best help DLA understand and interact with customers.

There is a difference between customer service and CRM. CRM is more comprehensive and collaborative. The concept of customer service is primarily targeted at being highly effective in one specific and immediate situation. For example, the

customer places an order and the customer's experience with placing and receiving the order determines the value of the customer service response. CRM manages the customer relationship for the entire duration of the customer's interaction with DLA, with the overall goal being to improve the level of service.

Moreover, CRM attempts to anticipate the customer's future needs, rather than simply filling current requests. Through CRM, we achieve better customer service because of the tighter integration of all parts of the customer's experience. CRM is about aligning the entire organization to be customer focused. From a DSCC Maritime perspective, Haven said, "We understand what our Maritime customer expects from DLA and our team has been using that customer intelligence to craft our CRM future."

As separate efforts, CRM and Supplier Relationship Management naturally complement Business Systems Modernization. All three efforts are essential to the Agency's comprehensive transformation effort. We cannot successfully modernize tools and processes contained in BSM without the customer (addressed by CRM) and supplier connection (provided by SRM). They complete the supply chain from end to end. SRM provides the supplier face necessary to support the customer with accurate and timely requirement information. For CRM, these efforts integrate the processes, tools and organizations to provide customer-focused responsiveness for the entire supply chain. Together, CRM, SRM and BSM establish the customer-focused approach that is necessary to complete the whole logistics equation.

The primary customer-facing organizational element in BSM Release 1 was an Integrated Customer Team. The ICT faced specific customer sites or activities for a given class of supply

(for example Class IX and DOD Activity Address Codes assigned to an ICT) and focused on the needs of those customers. ICT was comprised of employees assigned specific DODAACs performing the jobs and functions inherent in BSM.

In 2003, a decision was made that "CRM cells" would be the next iteration of the basic DLA customer-facing element. These CRM cells will ultimately be comprised of all the DLA resources needed to focus on a specific customer or set of customers for the full spectrum of their DLA logistics needs. These resources will include not only the supply chains and functions inherent in BSM, but also personnel from other DLA activities such as the Defense Energy Support Center, Defense Reutilization and Marketing Service and the Defense Logistics Information Service.

CRM cells will be virtual teams. This means that team membership is not limited to geographic location or contained at one site; rather CRM cells will have a variable composition based on customer needs and including BSM-aligned personnel necessary to provide transactional and planning capabilities. The cells both support necessary BSM organizational, workflow and process requirements and amplify DLA's larger CRM approach and strategy.

CRM cell stand-up began in January and initially included those personnel involved in BSM concept demo ICTs. Full stand-up will take place when BSM reaches full operational capability, scheduled to be delivered with Release 2.2 in January 2006.

"This is absolutely the most exciting time to be a part of DLA because the CRM changes that are coming will enable DLA employees to honor our logistics support commitment to citizens wearing the uniform of our great nation," Haven said. ♦

FED LOG is Real Time for Better Support

By Tim Hoyle
Defense Reutilization and Marketing Service
Public Affairs Office

Business writer Tom Peters once said, "Leaders win through logistics ... when you go to war, you need to have both toilet paper and bullets at the right place at the right time."

Having things in the "right place, at the right time" has always been a part of the Defense Logistics Agency mission, which will be made easier by an enhancement to the Federal Logistics Data products. Beginning with the March 2005 release, FED LOG users who are connected to the Internet will be able to link from FED LOG into the Web-based version of the Federal Logistics Information System, known as WebFLIS, to get the latest item information on more than 7 million National Stock Numbers.

"This is the real-time link that has never been achievable in FED LOG before," explained Joe Layton, FED LOG program manager. "Rest assured when users in the field are ordering parts, they need know that the price has not significantly increased since they received their last copy of FED LOG on CD."

Taking FED LOG and making it a platform to launch Internet links to receive real-time data brings the old reliable and rugged disks a whole new outlook, especially for deployed units.

"We are now delivering the most up-to-date information the warfighter is capable of using," Layton said.

Either through five compact discs or one digital video disc, FED LOG provides highly portable logistics information that contains items of supply and supplier data from the Federal Logistics Information System as well as unique data from other sources including the U.S. military services and DLA supply centers. FED LOG can operate as a stand-alone product or can be used to perform on-line queries via the Internet. As a stand-alone product, it is an invaluable tool for deployed units.

As one deployed Marine customer said, "The bottom line is that we are fighting in areas that aren't Internet capable. We are moving and we need something that is light, portable and capable of accomplishing many logistical functions." For that reason, the FED LOG team continues to produce those familiar round, shiny disks, and lots of them. More than 37,000 customers receive FED LOG disks monthly to harness FLIS and service-specific data.

Since June 1992, FED LOG has been one of the premier logistics resource tools, featuring data on more than 8 million items of supply that includes service unique data not found in FLIS. In fact, FED LOG is so useful and so user friendly that one customer service liaison who recently returned from overseas reported, "To customers, FED LOG is DLIS."

"We have a lot of new features in FED LOG, yet we are trying to keep the same look and feel," said Steve Herman, one of the FED LOG technicians.

Other FED LOG enhancements include the following features:

- Highlighting items that are environmentally preferred
- Highlighting hazardous and radioactive items
- U.S. to metric and decimal to fraction conversions
- Extracts using a batch wizard

The Defense Logistics Information Service's mission is to provide interoperable, integrated, quality logistics data and information technology solutions that are applicable across the Defense Department, other federal agencies and international partners in order to optimize the effectiveness and efficiency of the supply chain. DLIS is a recognized leader in employing best practices to develop and deliver such tailored solutions for customers' evolving needs. ♦

WEBFLIS
Federal Logistics Information System

Web FLIS Home Main Menu 3/18/2005 10:33:08 AM

WebFLIS NIN Output Data
Search again?

Item Number: 653000000070 (click for warfighter info)
Item Name: CUP, MEDICINE
Query Type: PUBLIC
Date of query: 3/18/2005 10:33:08 AM

Note: This is a representative picture only, of this item.

Modified Management DLA Managed

Acquisition Advice Code	Source of Supply	Unit of Issue	Unit Price	Shelf Life Code
L	JDC	PG	\$25.25	0

Part Number Data: Back to Top

Part Number	CAGE Code	Reference Number	Reference Number Variation Code	Universal Product Code
82719-5	077A6	3	2	
82719-5	22352	5	9	
4695	23271	3	2	
M0-007	89875	5	1	

Defense Logistics Information Service 74 Washington Ave., N STE 7 Battle Creek, MI 49817-3084

WEB FLIS webmaster@dlis.dla.mil Customer Service 1 888 352 9333 Rev 3.2 Log off

Customers who use the new interactive feature will get results like these that show the latest data on a desired supply item, such as this medicine cup.



Gary George (left) and Gene Price represent the new and old of ferrochrome ore piles at DNSC's Point Pleasant W.Va., depot. Price helped hand-stack the ore pile over 40 years ago and George, a heavy equipment operator with Kanorado Corporation, was called on to dismantle Price's handiwork.

The Past Meets the Future at DNSC's Point Pleasant Depot

*By John Reinders
Defense National Stockpile Center
Public Affairs Office*

As the Defense National Stockpile Center continues its transformation from commodity stockpiling to commodity sales, the organization's depot at Point Pleasant, W.Va., offers a clear example of how the transformation is unfolding.

Beginning in the late 1950's, low carbon ferrochrome ore piles were hand-stacked at the Point Pleasant Depot and for more than four decades they retained a majestic presence there. With DNSC's evolving mission, the hand-stacked piles have been disassembled.

The five hand-stacked piles – totaling nearly 75 thousand tons of ferrochrome – were recently separated into much smaller piles ranging from 3,500 to 5,000 tons to accommodate DNSC's commodity sales program.

Arnie Miller, former depot manager, offered insight as to why the ore was hand-stacked.

"The depot was faced with space constraints when they learned how much ferrochrome would be delivered to Point Pleasant," he said. "Because of those constraints, they had to build the piles higher on smaller footprints.

The hand-stacked piles ended up being approximately 40 feet high, almost twice the height of other ore

piles.

A Three Year Stacking Project

It was 1959 when 29-year-old Gene Price was in search of employment and he was hired as a temporary employee at the Point Pleasant Depot. He estimated his weekly salary at the time to be \$70, which he considered a good laborer salary in those days.

"I was expecting to be on the job at the depot for just three weeks," said Price. "I was happy when that three week temporary job was extended to three years so that I could help stack the ferrochrome."

Price worked with three other employees to hand-stack one of the first ore piles. "While it was hard work, it

was also good work,” he said. A crane with a clam shell bucket would dump the ore for us and we’d stack it a piece at a time.”

Gloves were obviously necessary for such a project. According to Price, the stackers were given good gloves to work with but each stacker nonetheless wore out three or four pairs a day.

“The ore had sharp edges,” he said. “And not only was it rough on the hands, it was also rough on the legs when pieces of ore would occasionally come tumbling down. It wasn’t unusual to go home with sore hands and several bruises.”

Price was quick to point out that the hard work did not alter his opinion about working at the depot. “I liked working at the depot and wish I could’ve stayed on longer,” he said. “It was a good place to work and they were good people to work for.”

Ferrochrome for Sale

Price’s contributions 46 years ago were important to DNSC’s mission of assembling a stockpile of strategic and critical materials. The Point Pleasant

Depot is one of DNSC’s current facilities where stockpiles of material were assembled in the 1940’s and 1950’s to decrease dependence on foreign sources of supply in the event of a national emergency. The ferrochrome is one of 42 commodities remaining in the inventory.

A post-Cold War decision made by the Congress of the United States authorized DNSC to sell materials that are excess to Department of Defense needs. Since 1993, DNSC sales have totaled more than \$5.6 billion dollars. The current market value of DNSC’s remaining commodities is approximately \$2.0 billion.

To accommodate future sales of the Point Pleasant ferrochrome, the five hand-stacked piles have been segregated into 15 piles. Each pile underwent sampling and analysis to establish ore content of each pile. Reserve samples have also been assembled to accommodate the commodity sale process. The services of McCreath Labs, Harrisburg, Pa., were acquired for the sampling and analysis work.

As it turns out, it was Pile Number

54 – totaling 25,806 tons – that was the final Point Pleasant hand-stacked ferrochrome pile to be separated into smaller piles.

Posturing for Success

According to Cornel Holder, DNSC Administrator, the smaller, analyzed piles will help improve the sale process as well as facilitate the ore out-loadings after sales are consummated.

“All ores have varying qualities and perspective buyers want to be sure they’ll be getting the expected value,” said Cornel Holder, DNSC Administrator. “By separating the material into smaller piles, we can offer specific amounts of ferrochrome with very current analytical data and reserve samples.”

The smaller piles also offer advantages on the back side of sales. “After sales are completed, the delineated piles should facilitate the process of out-loading onto trucks or rail cars,” said Holder.

According to DNSC’s Annual Materials Plan, up to 110,000 tons of ferrochrome were eligible for sale in fiscal 2005. ♦

Chad Kuhlman, a McCreath Labs employee, selects representative ore samples from one of the new ferrochrome piles. Samples were taken from each pile and analyzed for ore content.



DESC Proactively Manages Fraud and Unauthorized Use of Fuel Card

By Frank Pane
Defense Energy Support Center
Fuel Card Program Office

Under a draft Department of Defense Directive, DOD Charge Card Programs, the Defense Energy Support Center is delegated OSD-level program management responsibility for fuel card programs. To effectively implement this authority, DESC recently established the Government Fuel Card Program Management Office, known as DESC-K.

DESC-K currently manages the two fielded fuel cards; the Aviation Into-Plane Reimbursement Card and the DOD Fleet Card. The AIR Card is used to procure aviation fuel and related ancillary ground services at commercial airports for DOD and federal civilian aircraft, as well as state and local law enforcement aircraft under the 1122 Program (counter-drug). The DOD Fleet card is distinct from the GSA Fleet Card, and is the only credit card authorized by DOD to obtain supplies and services for DOD owned or leased vehicles from commercial service stations.

While fuel cards are authorized for use at only a very specific subset of merchants, mitigating some potential for fraudulent activity, the AIR and DOD Fleet Cards do have some characteristics that present unique challenges with regard to fraud detection and monitoring. Unlike a Government Purchase Card which is assigned to an individual and may only be used by that individual, AIR Cards are assigned to aircraft and DOD Fleet Cards are typically assigned to vehicles or equipment. As such, each card may have multiple users. Instead of the user receiving a monthly bill for all charges, DESC pays all fuel charges under the Defense Working Capital Fund and bills the customer via the Military Billing System at standard unit prices. Non-fuel charges are “split billed” by the card contractor directly to the assigned unit. Although DESC pays for the fuel, service component account managers share responsibility for review of the fuel charge data as well as for the ancillary supplies to ensure that charges are legitimate and authorized. Every unit using the cards should have internal controls in place to ensure that the cards are properly used and that appropriate local oversight is in place.

To overcome these challenges, DESC-K has established a strong partnership with its Office of

Counsel’s Fraud and Ethics office. This partnership has led to the development of proactive measures in fraud detection. This includes sending “notification” letters to accountable officials in the general geographic region of known or suspected vendor initiated fraud, and “reminder” letters to vendors identifying the use of the card for official government use only, with a contact number for vendors to phone in suspected misuse.

DESC has also engaged in aggressive teaming with several government organizations to ensure detection and prosecution of individuals guilty of misusing fuel cards as well as the recovery of funds. DESC is working with the service component managers in similar fashion to alert those components to the possible schemes and means of misuse and to share effective internal controls. These measures have resulted in detection and the prevention of additional fraud.

Considerable fuel card guidance has been developed in the short time since DESC-K was established, including coverage in the Office of Management and Budget, Government Charge Card Management Requirements; the DOD Charge Card Guidebook; DESC-DC-P-8, DESC Government Fuel Card Program; and the drafting of a standard operating procedure for internal audit and oversight. DESC has also applied the “lessons learned” from the purchase and travel card programs. Each of these policy and procedural documents is a building-block in the required framework of the roles and responsibilities for the management and implementation of the fuel card programs, providing essential management controls.

The following tips are offered to assist in mitigating the potential for fraud with the fuel cards:

- Appropriate monthly dollar purchase limits should be applied to fleet cards. These limits should reflect anticipated usage and vehicle type.
- Review accounts on a regular basis to ensure that the cards are used only for authorized supplies and services and cancel inactive cards.
- Accountable officials must be designated for all card accounts. Only government employees shall be appointed as accountable officials (no contractors).
- Contractors shall not be issued fuel cards.
- No more than one card shall be issued per vehicle or aircraft. Exceptions to this to support spe-

cial operational needs shall be approved by component managers.

- Secure cards when not in use.
- Secure PIN numbers.
- Promptly notify the agency component manager and DESC-K when unauthorized charges are suspected and when investigations are initiated.
- Questions regarding the fleet and AIR card programs or unauthorized charges may be reported by calling 1-800-2-TOPOFF, select option 3.
- Report lost or stolen AIR Cards immediately in the U.S. and Canada by calling 866-308-3811 and, for international, by calling 913-217-9308. Record the date of the report and the name of the person to whom the loss or theft was reported.
- Report lost or stolen DOD Fleet Cards immediately by calling 888-785-1735 and record the date of

the report and the name of the person to whom the loss or theft was reported.

● If government personnel are suspected of having made unauthorized charges using either a travel or general purchase card, investigators should determine whether the person had access to one or more fleet cards to ensure that the fleet or AIR cards were not similarly misused.

DESC is committed to working with its service component managers to ensure that the users have the fuel and ancillary supplies needed for aircraft and DOD owned vehicles and equipment. Further, DESC is confident that its partnership with the agency users, supervisors, investigators and ethics officials will ensure that the cards are used only for authorized purposes and are not abused by personal misuse of government resources. ♦

Move 'Em Out Team Effort Yields Big Savings

By Michael McCarthy
Defense Reutilization and Marketing
Service

It took more than 2,000 miles and two months, but a collaborative effort spearheaded by the Defense Reutilization and Marketing Service in Battle Creek, Mich., saved the Department of Defense \$850,000.

The savings came from an incredible mission of transporting more than 700 armored personnel carriers from Camp Shelby, Miss., to Naval Air Station Fallon in Nevada. If Fallon had not wanted the carriers, and demilitarization would have been required, the estimated cost would have been \$2.4 million.

The carriers had been received and accepted in DRMS property records and were being held in-place at Camp Shelby. The armored vehicles included M113A2s, M577A2s, and M981A2s. The M113, introduced in the 1960s, was known as the first modern "battle taxi" used to

transport infantry on the battlefield.

According to Charles Morgan, traffic management specialist with DRMS, NAS Fallon was interested in obtaining the vehicles for targets and anti-terrorism training. "Fallon is where the Navy has pilot training and some of the exercises include bombing."

In early October 2004, personnel from DRMS headquarters; Defense Reutilization Marketing Office Keesler, Miss.; the Surface Deployment Distribution Center at Fort Eustis, Va.; Mississippi Army National Guard; and commercial carriers met at Camp Shelby to discuss loading procedures and complete an operations plan.

The vehicles were transported by truck because it was the most cost-effective method.

"We conducted a cost comparison of rail and truck. The cost difference was about \$200,000 higher for rail. Additionally there would have been a need for special material handling equipment to



A collaborative effort spearheaded by the Defense Reutilization and Marketing Service in Battle Creek, Mich., to transport more than 700 armored personnel carriers saved \$850,000.

unload the train and move the property to the ranges, which were 20 to 30 miles away from the railroad," explained Morgan. The cost via truck was estimated at \$1.5 million.

Movement of property began Oct. 25, 2004, and was completed Jan. 11, 2005. "It was a very good experience and took teamwork from several different DOD organizations to make it happen," Morgan said. ♦

Project Benefits F-16 Fighting Falcon



The Hill AFB, Utah, maintenance crew poses with the first F-16 to be modified with Falcon STAR kits developed by Defense Supply Center Richmond. (Air Force photo)

*By Will Daniel
Defense Supply Center Richmond
Public Affairs Office*

The Defense Supply Center Richmond, Va., Aviation Customer Operations Weapons System Support Branch is spearheading a billion-dollar, multi-year project that will extend the service life of the Air Force's F-16 Fighting Falcon.

Called the F-16 Structure Augmentation Roadmap, or "Falcon STAR," the program is making use of parts kitting to strengthen the aircraft's structure.

A parts kit contains everything necessary to accomplish a maintenance task. Officials say kitting reduces maintenance turnaround time, ultimately increasing readiness. DSCR kits are tailored for

customers and initiated through Defense Logistics Agency weapon systems support managers and DSCR customer teams. The kitting section here develops support strategies and initiates kit contracts.

According to Pat Livingston, F-16 weapon system support manager, without the modification the F-16 will not be able to attain its projected 8,000-hour service life under current operational usage. Falcon STAR will allow the aircraft to remain in service through 2025, she said.

"[The Air Force's] Aircraft Structural Integrity Program continues to identify areas that will not meet the service life of 8,000 flight hours," Livingston said. "The management philosophy intends to modify the aircraft structure before

the onset of widespread fatigue damage and aircraft grounding.

"This is a 'tip-to-tail' modification — 13 structural modifications including replacing bulkheads and wing-attachment fittings," she said.

Falcon STAR contains the structural parts necessary to address the areas identified by the Aircraft Structural Integrity Program, she said. It contains more than 79,000 parts under 428 National Stock Numbers, all of which are managed by Defense Logistics Agency.

Parts for the kit are purchased by DSCR and shipped to Defense Distribution Depot Red River, Texas, for assembly. The assembled kit is then shipped to Ogden Air Logistics Center, Hill Air Force Base, Utah, where the aircraft modifications are performed.

According to Dave Graves, chief of the Weapons System Support Branch, the modifications will run through 2014. "Starting in 2006, we'll modify F-16s for European countries as well," Graves said.

"That support package will be competed and we'll have to earn the business."

DSCR is working with prime contractor Lockheed-Martin Aerospace on configuration of the kits. Lockheed-Martin configured the initial 13 kits, and DSCR configured 13 additional, or "Delta" kits. "We've been working configuration control issues," Graves said.

Somewhere between 40 and 100 iterations of the kit are expected, Livingston said.

Configuration of the kits is constantly changing due to the

different configurations of the aircraft, said Greg Sprouse, chief of the kitting section. "So far it's going well," Sprouse said. "What we're doing is challenging because of the different configurations. It is a variable kit — it changes all the time."

Yuri Stewart is the project manager and inventory manager for Falcon STAR. He works with the depot employees at Hill AFB. "We're validating configurations and shipping kits based on the most current configuration," he said.

The variable configuration of the kits requires constant communication among DSCR, Red River and Hill AFB. "Air Force officials said they like the fact they can call Yuri [Stewart] and get things worked out," said Sprouse. "He talks to the

Air Force all the time."

More than 2,000 aircraft will be modified between now and 2014, Livingston said. Participants in the program include the U.S. Air Force and air forces in Belgium, Denmark, the Netherlands, Norway, Portugal, Israel, Greece, Singapore, Thailand and Bahrain.

On average, it takes 175 days to modify an aircraft with the Falcon STAR kit. The first modification was completed 14 days ahead of schedule, said Arnie Leighton of the Aircraft Division at Ogden Air Logistics Center.

A new phase of the project will begin in 2006, said Stewart. The Lockheed-Martin "pilot" production kits and the DLA "Delta" kits will be combined into a single kit — a hybrid configuration. ♦

Safety, Health Officials Expect Defibrillator Program to Save Lives

*By Will Daniel
Defense Supply Center Richmond
Public Affairs Office*

Defense Supply Center Richmond, Va., safety officials are serious about trying to save lives there. The safety and health office is placing automated external defibrillators throughout the center's offices and training people to use them. Nine people received life-saving American Red Cross training during February, bringing to 51 the number of people certified to operate the equipment.

A defibrillator is a machine that sends a controlled shock through the chest to correct a heart that is not beating. Once the defibrillator pads are attached to an unconscious victim, the machine "talks" to the trained operator, providing instructions and information about the victim. It tells the operator, for example, whether the victim's heart is beating.

The defibrillators are to be used only by people who have been trained, said Paula Moore of the safety and health office. "We've been training people for several years," she said. "Certification runs out in one year, and some people have been recertified."

Randy Tucker, one of two American Red Cross

instructors who give the course at DSCR, said Virginia law requires this training before operating the machine. The training also includes instruction and certification on cardiopulmonary resuscitation and first aid. Those who complete the training become certified for one year on the defibrillator and CPR, and three years on first aid, Tucker said.

"Early use of the defibrillator is your best chance" of surviving a heart attack, Tucker said.

Moore agreed. "The automated external defibrillator combined with CPR doubles the survival rate compared to CPR alone," she said.

Jimmie LaFreniere, the project officer for the defibrillator program, said 28 machines have been placed throughout the center.

Moore said the safety and occupational health office is funding the purchase of the machines, which cost \$3,000 each. She said each bay will eventually have one.

The American Heart Association has selected Richmond as a test city for the automated external defibrillator program, Moore said. The program is called "Save Lives Now!" and it is expected to increase the survival rate of cardiac arrest victims. ♦

Supervisory Leadership Council is Conduit for Communication

By Kathleen Hausknecht
Defense Reutilization and Marketing Service
Public Affairs Office

Communication. We've got to improve it. The most recent climate survey results at the Defense Reutilization and Marketing Service in Battle Creek, Mich., show that employees still aren't getting the information they need. Somewhere along the line, the message gets garbled or not even passed on. So what is the Defense Logistics Agency doing about it? What is DRMS doing about it?

They are heading to the front line.

All across the DLA enterprise, front-line supervisors have been called upon to participate in Supervisory Leadership Councils. These local councils, which have been formed at each field activity, are part of a larger Leadership Development effort underway at DLA.

Keeping front-line supervisors informed

Improving communication is a major objective for the councils.

Each council determines how it will function, but the overall purpose is the same. The councils are there to improve communication between leadership and the work force by keeping the front-line supervisors informed and engaged.

Concern about communication was evident among supervisors in the recent climate culture survey results. "Information seemed to be disappearing into a black hole between senior leaders and supervisors," noted Monica Thacker-Duncan, DRMS-J.

Virginia Aviles, Defense Reutilization Management Office San Diego, a new member on DRMS council, agrees with Thacker-Duncan and feels that the creation of the council will eliminate that hole or "the filtering that sometimes occurs" between management and supervisors.

Direct channel provides back and forth exchange of ideas

At DRMS, the council gives front-line supervisors a direct channel to senior management (including the DRMS executive director and commander) and vice versa. The council consists of 15 front-line supervisors - four from headquarters and 11 from the field. Each council member is responsible for a constituency of other front-line supervisors.

Front-line supervisors not on the council can share management concerns and suggestions with their coun-

cil representative. If necessary, concerns can be discussed by the council and then with the command.

But the communication flow does not stop there. It is not one-way only.

Senior leadership meets with the council. For example, DRMS Executive Director Nancy Rheume has already delivered messages directly to the council members, who are then responsible for communicating the information to other front-line supervisors.

Communication flows up, down and sideways

"The front-line supervisors are the face to the customer, but a lot of times they are not getting the message or correct information," Pam Jastal, DRMS-O, noted. Jastal sees one of the benefits of the council as both the up and down, and the lateral flow of communication. Information passes between command and supervisors and also flows "sideways" providing for improved peer-to-peer communication.

Ed Schwenk, DRMO Meade, also sees the lateral flow of communication as a positive. "We are a lot closer to our constituents; each council member has an assigned group they are responsible to communicate with."

Good for getting feedback

The council acts as a vehicle for quickly and directly communicating information as well as obtaining feedback from its geographically-dispersed front-line supervisors.

"We meet with the first line supervisors in our group; they meet with their employees and pass on our communication. They then get feedback from them to relay to us," Schwenk said. "Each member of the council is only responsible for first line supervisors with the same job series, so it's easier to relate."

Rose Paccione, DRMS-J, currently serves as the champion of the council. Schwenk and Jastal were elected as chair and alternate at the council's kickoff meeting in January. The two rotated responsibilities after six months. ♦



Several members of the Supervisory Leadership Council met in January at the Hart-Dole-Inouye Federal Center.

DLA Customer Satisfaction Scores High

By Michael Gargiulo
Program Manager, Customer Assessment

Results of the Defense Logistics Agency's latest customer assessment survey show DLA's customer satisfaction rating is at 90 percent. Moreover, this survey produced DLA's greatest response rate ever – nearly 50 percent. According to Larry Glasco, Director of Customer Operations and Readiness (J-4), this is significant. "With so many customers now responding to our outreach efforts, we are more confident than ever in our ability to respond to customer needs and advance our quality of service."

Ten years ago, DLA issued its first Customer Satisfaction Survey. It was a paper-based questionnaire, randomly mailed to a sampling of customers to gain a general sense of their overall satisfaction with the Agency's products and services. Today, DLA's approach continues to evolve. Now designed to gain more specific insights and intended to drive improvement, it is becoming a key part of the Agency's transformation aimed at putting the customer first.

The Need for Customer Feedback

DLA leaders have long recognized the need to focus on gaining reliable and specific insights from its customers. "Belief that we're serving customers well is one thing. Knowing the reality is key to ensure that we do, in fact, serve the customers well," said Renee Roman, Staff Director of Policy, Programs, and Requirements in J-4.

"We have a commitment to our customers that has to be stronger than that of any other supplier or logistics company in the nation. Our service directly impacts customer readiness, safety, and security," said Roman.

"When we hear from customers, our goal is to listen to and better understand their unique needs and expectations, and then leverage that insight to provide service that is in harmony with customer requirements," she added.

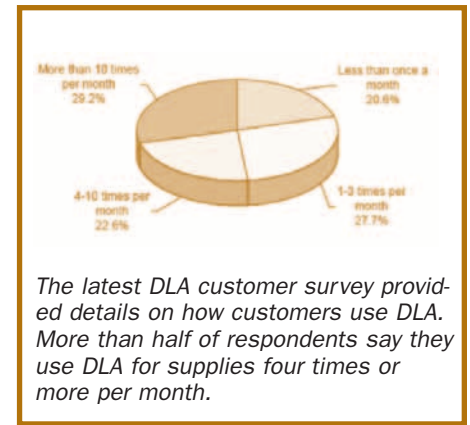
The customer survey program represents one of many formal and informal means the Agency uses to gain this feedback. DLA has clearly used this information well, sharing it across the enterprise for action and creating the powerful results seen in today's satisfaction rating. Still, the Agency is taking steps to do much more.

New Survey Methods Offer More Insight

The DLA customer survey program encountered challenges early on. Sending surveys based on limited customer contact information made it difficult to ensure questionnaires were reaching individuals with the best insights on DLA's performance – or even ensuring that those responding worked with DLA at all. This impacted the interpretation of survey results, affecting the actions that could be taken.

To boost customer responses and the quality of responses to DLA surveys, the Agency put in place a new methodology. Beginning with this latest cycle, a multi-step telephone survey replaced the standard mail-out questionnaire. Steps were also taken to more precisely target relevant pools of DLA customers.

The response was substantial, leading not only to significantly higher response rates than in the past, but to a higher certainty that feedback came from those who deal closely with DLA. And these insights can be broken out across a range of customer characteristics and individual field activities.



More Improvements on the Way

Nearly a decade since the first DLA customer satisfaction survey was issued, the Customer Assessment Program is alive and growing. It will continue to be a primary source of customer feedback that gives the Agency insight to further raise its level of customer satisfaction. Future plans include modifying the current customer assessment survey to gain more robust insights to more precisely guide DLA actions, expanding and interrelating other surveys that gain feedback on individual transactions with DLA, and conducting special studies to determine the effectiveness of specific actions taken to improve DLA's support to its customers.

However, a key to all of this is the continued participation of DLA's customers in these customer outreach initiatives. "Our relationship with customers has to be interactive to fulfill their needs," emphasized Glasco. "We – across the DLA enterprise – will continue to take a proactive approach to addressing customer needs."

Want to know more about how DLA is improving its services? Go to DLA's Customer Resource Information Center at <http://www.dla.mil/J-4/cric/>. ♦

Behavior Based Interviewing Begins in DLA

By Karen Norman
Human Resources Strategy Team J-12

The Defense Logistics Agency's Corporate Board has endorsed Behavior Based Interviewing as part of the Enterprise Leader Development Program.

BBI, a structured interviewing method, provides job candidates the opportunity to relate how their past job experiences have prepared them for new positions.

While many Agency managers use BBI techniques, others are unaware of its structured approach. Since BBI helps managers make selections based on the competencies needed for the job, in fiscal 2005, DLA began the first phase of an enterprise-wide five-year implementation plan. That plan includes

developing Agency policy addressing the use of BBI for interviews and training approximately 1,500 DLA supervisors in the use of BBI.

More than 200 supervisors have attended a one-day class in the use of BBI. The class teaches supervisors how to develop questions that focus on past job experiences so they can make a more accurate assessment of how interviewees might perform in the new job.

BBI interviewing does not necessarily include difficult or tricky questions; however, it does allow the interviewer to assess the impact, results, and outcome of past job performance.

For example, an old interview question might be, "What are your strengths?" A BBI-type question

might be, "Think of a positive experience a customer had because you had anticipated and met their needs. Tell me about it." The BBI question asks the interviewee to draw on strengths through specific work examples.

BBI uses a technique known as SHARE, which encourages the applicant to describe a Situation and the Hindrances, Actions, Results and Evaluation from specific experiences. DLA supervisors who have attended BBI classes felt that the SHARE technique will be "extremely helpful" during the interviewing process.

Interviewing can be stressful for both the selecting official and the applicant. BBI is a useful tool in helping the selecting official to determine the best questions to ask

Examples of Questions in a Behavior Based Interview

Pay special attention to the Situation, Hindrances, Actions, Results and Evaluation of your answer – the SHARE method.

1. Skill: Conflict Management

Question: Tell me about a time when you had the power to settle a difficult dispute. How did you ensure a fair solution?

2. Skill: Responsibility

Question: Think of a service failure or other problem where you took or proposed a timely and adequate corrective measure. What did you do?

3. Skill: Customer Service

Question: Anybody can meet non-challenging customer expectations. Describe a time when you met challenging customer expectations.

4. Skill: Oral and Written Communication

Question: Describe how you skillfully provided an organized, concise write-up of an idea or information. What did you do?

5. Skill: Teamwork

Question: Walk me through the steps you took in a specific situation to foster a cooperative environment. ♦

in order to make a good candidate selection. Job applicants can also lessen the anxiety they feel by using a variety of tools to prepare for job interviews, including an increased knowledge about the BBI technique.

Job applicants should thoroughly review the job announcement and have examples of their job history and other relevant experiences in mind. They should also take time to reflect on examples where they practiced the skills needed for the new job. Interviewers want to know how a job applicant has made a difference in previous positions they have held. ♦



NOVATIONS Instructor Stephanie Busby provides Behavior Based Interviewing training to DRMS and DLIS supervisors in Battle Creek, Mich. (Courtesy photo)

Behavior Based Interviewing - Tips for Interviewees

*By Fran Durkee
Leadership and Management Development Team
DLA Training Center*

A job search usually involves interviewing. Often times, job applicants are not sure how to prepare for questions that will be presented to them. Most applicants feel intimidated by the process. In order to take some of the guesswork out of an interview, applicants should familiarize themselves with Behavior Based Interviewing.

BBI is a structured, practical interviewing approach considered a best practice for ensuring that candidates are selected based on the competencies needed to do the job. The premise behind BBI is that past behavior predicts future performance. A way to predict performance is to learn how a candidate performed a certain skill in the past. This approach, currently used by many DLA supervisors, is a better predictor for selecting candidates than relying on first impressions or gut feelings.

How should you prepare? Study the job announcement and select a few key skills such as teamwork or problem solving. For each skill, think of your past work

experiences in which you demonstrated those skills. For each experience, prepare to talk about the following:

1. Situation details such as names, dates, numbers, times or places
2. Hindrances, hurdles, or challenges you faced in the situation
3. Actions you took
4. Results of your actions
5. Evaluation of what you did and what you learned

This SHARE method is a shortcut to preparing good answers for an interview question.

Keep in mind that most interviews are limited in time, so you may have only a few minutes to answer each question. Stay focused and provide specific answers to help the interviewer document what you say.

Finally, review the job description carefully. Weighing your professional goals and personal needs will help determine if your skills and career goals are a good match for the position. For example, some jobs may represent more money and responsibility but may not provide an appropriate balance that you are looking for in your work and private life. ♦

Online Registration Available for NATO Symposium

By Tim Hoyle
Defense Logistics Information Service
Public Affairs Office

Organizers have established an online registration system to help interested parties sign up for the 10th International Symposium on Codification to be held from October 10 to 13, at Edinburgh, Scotland.

Members of the Defense Logistics Information Service, Battle Creek, Mich., will join international logisticians, businesses leaders, trade associations and other interested individuals gathering from around the world for the symposium. The meetings are conducted every few years to review the current state of the NATO Codification System and discuss future development.

"Logistics continues to change and is becoming more complex. Accordingly, the logisticians' need for standard, accurate information at their fingertips is growing," said DLIS Executive Director Richard Maison, who also serves as the chairman of the NATO Group of National Directors of Codification (Allied Committee 135).

The committee sponsors the meetings to continue the advancement of the NCS, based on the U.S. cataloging system, as the world's standard language of government supply chain logistics. Originally adopted for NATO, the system is now used by more than 50 nations. It is also becoming a standard for e-commerce.

According to Maison, supporters of the NCS are reaching out to industry to build a common language between government and business. Countries are improving their information products and focusing on accuracy and relevancy, and National Codification Bureaus in participating countries seek to build synergy in the logistics chain from the factory to foxhole. "This is a very exciting time for those involved with codification. The developments we are pursuing and the projects we are now actively supporting can revolutionize the way cataloging is performed in the next five years," Maison said.

The committee continued this effort during its semi-annual meeting in Brasov, Romania, in November 2004, where a significant step was taken towards developing a Smart Codification (Cataloging) program, to harness modern technology for exchange of product data via the Electronic Commerce Code Management Association's Open Technical Dictionary. This will support a future capability that allows systems to seamlessly com-

bine computer-aided design and product data management into a Standard for the Exchange of Product Model Data file that captures characteristic data encoded according to a standard catalog. The new STEP files will help suppliers characterize products accurately, consistently and efficiently at the source as an integral part of the design process, thus helping acquisition organizations more easily identify suitable products to meet their requirements. The "smart codification" prototype is scheduled to be among the presentations and workshops at the symposium.

The Symposium agenda will include speakers from around the world talking about a range of supply chain and codification issues plus a number of social events that are planned both before and during the main conference.

Anyone who is interested in supply chain management, codification (cataloging), logistics and engineering support, international standards for data management and related topics -- whether within a military, government, industrial or commercial enterprise or organization -- should attend. All spoken and written material will be presented in English and French.

Those who would like to register online for the symposium can visit https://registration.meetingmakers.co.uk/devcgi/nato_2005/register?short_conference_name=nato_2005 or use the online tool at www.codification2005.org to learn about exhibition or sponsorship opportunities for the symposium. ♦



DDC Activates Distribution Site in Kuwait

By Jessica Walter
Defense Distribution Center
Command Affairs

On Aug. 30, 2004, the Defense Distribution Center activated Defense Distribution Depot Kuwait, Southwest Asia based on a request from U.S. Central Command.

Joining more than 20 existing distribution sites around the world in providing logistics support to the warfighter, the primary focus of DDKS will be supporting military customers in the Middle East.

DDKS, a forward theater distribution platform, is strategically located to reduce both transportation and customer wait time. By pre-positioning highly demanded items closer to the warfighter prior to the customer's request, DDC can transport the materiel by surface instead of further stressing the expensive and limited military airlift resources. "By positioning these items in Kuwait, we will observe more than \$160 million in air transportation

cost avoidance, and significantly reduce customer wait time," said DDC Commander Army Brig. Gen. Mike Lally, during the activation ceremony.

DDKS is commanded by Army Col. Gloria Blake, who will oversee the work of a blended work force of government employees and employees from a contract partner—the Public Warehousing Company, a third party logistics provider.

In addition to routine distribution services, DDKS also has the capability to provide surge support to the warfighters in the Middle East. Currently, the stock at DDKS is primarily repair parts, barrier and construction material, clothing, textiles and tent-related items.

DDKS, is not, however, DDC's first forward distribution site serving the Middle East region. DDC recently transferred the distribution operation from DDZZ in Bahrain to DDKS. DDZZ stocked only 35 different items, and DDKS is the more permanent and robust version of



Col. Gloria Blake receives the organization flag from Brig. Gen. Mike Lally, DDC commander during the activation ceremony of Defense Distribution Depot Kuwait, Southwest Asia.

DDC's Southwest Asia support mission.

Blake said she is proud to be a part of the DDKS team providing support to the warfighters in the region. "Our goal is to ensure our customers' readiness, so we are committed to providing the right item at the right time every time." ♦

DDC Opens Guam Distribution Center

By Jessica Walter
Defense Distribution Center
Command Affairs

The Defense Distribution Center, New Cumberland, Pa., established Defense Distribution Depot Guam, Marianas on Oct. 1, 2004.

DDGM will provide logistics support to military customers in Guam including Naval Base Guam, Guam National Guard, Army Reserves and

Andersen Air Force Base. About 4,000 items will be distributed through DDGM including repair parts, subsistence items and general and construction supplies.

This distribution center in Guam is strategically placed to provide forward stocking support to the warfighters. An initiative developed to decrease both customer wait time and transportation costs, DDC's forward stocking initiative has also led

See Guam, page 26

At the time of the activation ceremony DDC Commander Col. Mike Lally passes the organization flag to Navy Cmdr. William Nash.



to the establishment of distribution sites in Italy and Kuwait this year.

"By forward stocking highly demanded items, we are placing supplies closer to the warfighters and increasing their overall readiness," explained DDC Commander Army Brig. Gen. Mike Lally, during the DDGM activation ceremony.

The ceremony also included an assumption of command, and

DDGM's new commander is no stranger to the island. Navy Cmdr. William Nash was stationed in Guam during the mid 1990s and he is glad to return. "After one winter in Newport and three long winters in the St. Louis area, my wife and I look forward to the next three years of tropical weather with no mention of snow."

With deputy commander Debra

McBeath, formerly of Defense Distribution Depot Europe in Gernersheim, Germany, Nash will lead a team of government employees and contractors who will carry out the DDGM's mission to receive, store and issue materiel to the warfighter. "The employees' level of skill and dedication is tremendous. It's a pleasure to lead them in supporting the warfighter," said Nash. ♦

DISMS Bridged Time, Technology for DLA

By Marcia Klein
DLA Public Affairs Office

As Defense Logistics Agency employees began developing and building the Defense Integrated Subsistence Management System almost a quarter century ago they probably had no idea that they were building a "bridge" that would span time, technology and lives.

DISMS got its symbolic "gold watch" March 30 during a formal retirement ceremony recognizing its service to DLA for more than two decades. But it did much more than simply serve as the computer system that managed DLA's worldwide food business in support of military troops. DISMS was literally a bridge from the old technology of using huge computer mainframes, keypunch cards and hard-wired "dumb" terminals to the continually expanding world of desktop computers. It provided a bridge from old business processes that could take days, weeks or even months to complete, to today's almost up-to-the-minute transactions.

"I think it was a huge step forward; it was a huge success for its time. It proved that we were able to take what was then a new technology and employ it to our advantage," said Mae DeVincentis, director of DLA's Information Operations directorate (J-6). Back in 1981, as in-depth research and analysis began to create DISMS, DeVincentis was a trainee at the Defense Personnel Support Center, the precursor to today's Defense Supply Center Philadelphia. "It was all new, and it wasn't just new to me, it was new to all of the government people, because none of us had ever worked on a database system before," she said.

DISMS' genesis came in the mid-70s as DLA's subsis-

tence office was given the mission for the Worldwide Inventory Management for Subsistence or WIMS. At the time, there were three logistics systems used by subsistence, each handling a different type of food: perishables, semi-perishable and brand name (which supplied the Department of Defense Commissary system). DLA began planning improvements to WIMS in 1977.

The final kick start was a report by the General Accounting Office (now renamed to Government Accountability Office), criticizing financial controls in those three systems. The Department of Defense ordered DLA to replace the systems with an automated information system that would meet accounting standards.

DLA's information technology personnel quickly discovered that the existing supply management system, the Standard Automated Material Management System or SAMMS, couldn't handle some of the unique requirements of the subsistence business, such as tracking critical shelf life and limited consumption windows, monitoring unique storage and transportation requirements, allowing short procurement lead times, and the management of an inventory constantly in motion. So, in October 1981, DLA kicked off a major effort to build DISMS using the new database technology that was just emerging.

"It was the first 'relational' database used in DLA. SAMMS was a 'flat file' system. In a database you can do an on-line query and ask, for example, for all the contracts awarded in a given year. You can't get that from a flat file system unless you specifically wrote a routine to publish the reports and liberated the data from the application," DeVincentis said.

DISMS had a lot of "firsts" associated with it, includ-

ing the first step in many long-lasting DLA careers. Tony DiCioccio, a member of the original seven-member task force from the subsistence commodity office, said his career from that point sort of “mirrored” the development of DISMS. DiCioccio was the deputy director of subsistence when he retired in June 2000. He listed a number of other firsts that DISMS achieved in its 21-year “career.”

“At the time, DISMS’ unique features included being the only system to integrate funds control, disbursement, supply and contracting. It was the first system to use mail-ready contracts and SUPRA’s data-base management system, and it provided an end-of-the-year closeout in hours instead of weeks, which was in my opinion, the best part of DISMS, along with on-line funds availability. The Defense Finance Accounting System people said it was the ‘best’ voucher examination subsystem,” he said.

DISMS was rolled out to the subsistence sections in increments, based on whole processes at a time, rather than on complete supply chains with limited numbers of users and items at a time as Business Systems Modernization has been phased in. One of the last increments, number five, provided supply and distribution processes (today’s Order Fulfillment), and it went live in November 1994. At that time, DISMS was still run on the mainframe at Philadelphia, which was apparently an

older machine without all the capacity to handle this larger program.

“The increased program and data volume was a strain, to say the least,” wrote John Graybill as he reminisced. At the time, Graybill was a supply systems analyst in the subsistence business office of the Defense Personnel Support Center. Today Graybill is a supervisory business process analyst in DSCP’s BSM office. “Many days the overnight batch did not complete for the on-line system to be available before 11 a.m. Eastern time. At that time we still had perishable brand name and troop issue stocks at the cold storage warehouses in Europe.

“I would have to call the Germans working at the cold stores at Kaiserslautern [and tell them] that DISMS would not be up for them to do any on-line work that day, since they were six hours ahead of us. There was a lady working in the office there that I knew as Frau Halberstadt. I would be on the phone while the message [was relayed]. My indelible memory from that time is hearing Frau Halberstadt’s anguished, disgusted, and very German-sounding cry of ‘AACCHH!!’ in the background.”

The last batch maintenance run for DISMS was Jan. 31. Selected financial and contracting database files have been archived for transaction history and audit-report generation as needed. ♦

DSCP Supports Air Force Officer Training

By Bill Ernst
Defense Supply Center Philadelphia
Public Affairs Office

Seventeen Air Force majors and captains from bases throughout the United States came to the Defense Supply Center Philadelphia, Pa., in February to learn how DSCP supports America’s warfighters.

DSCP’s Chief of Staff, Air Force Col. Robert Ratner, and Dreux Daumer, director of the Command Support Office, welcomed the officers and provided a detailed overview of DSCP’s tailored logistics support to U.S. military forces worldwide.

The Air Force officers’ one-day visit to DSCP is part of their three-month “Advanced Logistics Readiness

Officers Course,” which is based at Fort Dix, N.J. Ratner said that military officers who are selected for this course represent the brightest and best of the Air Force.

Other segments of their one-day training at DSCP included detailed briefings by management staff of the Construction and Equipment; Subsistence; Clothing and Textiles; and Medical Directorates at DSCP.

In fiscal 2004, DSCP’s sales were \$12.4 billion for troop support for

food, clothing and textile, medical, and construction and equipment items for military and other non-defense federal agencies. ♦



Air Force officers from the Advanced Logistics Readiness Officer Course pose on front steps of DSCP's Building 36 with DSCP's Chief of Staff, Air Force Col. Robert Ratner. (Photo by Bill Ernst)

DSCP Holds Formal Ceremony to Retire DISMS

By Dena Selkow
Defense Supply Center Philadelphia
Public Affairs Office

How fitting -- "Time of Your Life" and "Through the Years" were two of the melodies played to accompany the slideshow of nostalgic photos displayed on the large screen at the Defense Integrated Subsistence Management System retirement ceremony in the Defense Supply Center Philadelphia auditorium. Invited guests, both current and retired employees from DSCP, Defense Enterprise Computing Center-Columbus and the Philadelphia and Columbus J-6 Information Technology sites, all had some prior experience with and many memories of DISMS.

For more than 20 years, DISMS was the automated system used within the Department of Defense for management of the worldwide wholesale food business. DISMS supported the subsistence commodity's mission to supply food for feeding the troops and commissary resale and provided support for more than 1,500 major activities involved in military troop feeding throughout the continental United States, overseas commissary resale, and for some federal and civil agencies to support other programs. DISMS actually changed the way DSCP conducted business. It changed old business processes that took days, weeks or months to complete, to today's minute-long transactions.

"We are gathered to celebrate and say goodbye to a legacy system," said Louis Gatto, who works in J-6 and served as the emcee for the ceremony. "To quote Winston Churchill, 'This is not the end...this is not the beginning of the end...this is just the end of the beginning.'"

Tony DiCioccio, who retired as deputy director of DSCP's Subsistence Directorate in 2000, spoke at the ceremony and shared some of his fondest memories of DISMS, including all of the driving forces behind it and the people who made it a success.

William Vanore, who served as director of the Defense Logistics Agency Systems Automation Center and later the DLA System Design Center from 1984 until his retirement in 1997, reminisced about the early stages of getting DISMS up and running. He gave a brief history of DISMS and shared some comical thoughts and memories regarding the many meetings, plans and conflicts regarding the implementation of DISMS.

He said it was really about taking three legacy systems and incorporating them into one.

"Most of the people on the team worked for eight to 10 years, six days a week and some nights on the system. It was the first DLA relational database management system built

from the ground up," he said.

Vanore said it was really about bridge building between the old and the new systems.

"It was an amazing accomplishment," he said.

Mae DeVincentis, the host and guest speaker at the ceremony, is the Director of DLA's Information Operations directorate (J-6) and chief information officer at DLA. To DeVincentis the memories regarding the creation of DISMS and all that surrounded it are near and dear to her. Back in 1981, when the creation of DISMS was beginning, she was a trainee at the then-Defense Personnel Support Center, now DSCP.

DeVincentis said she was truly honored to be in Philadelphia for the ceremony.

"We've had a lot of firsts here in Philadelphia, and now again in 2005," she said. "This is the very first retirement ceremony held for a legacy system."

DeVincentis estimates that more than 10 million troops were fed due to DISMS. For more than 20 years, DISMS was the lifeblood to the entire Department of Defense and more than 1,500 activities all over the world.

"What an incredible accomplishment. You should feel very proud," she said.

DeVincentis said history certainly repeats itself, and she can see this with how closely BSM mirrors DISMS. She said when she thinks about the implementation of BSM, she puts herself back in the DISMS days and remembers it was painful and hard to replace a system, "but we made it happen," she said.

"Retiring DISMS is a happy day," said DeVincentis. "The system served us well, and I'm glad we could be here to celebrate the life of such a great system and all of the friendships and relationships that formed as a result of it. I hope we will have the same enthusiasm for BSM as we had for DISMS."

The ceremony ended with individual award presentations, a plaque presented to DLA and accepted by DeVincentis from the Defense Enterprise Computing Center-Columbus and a proclamation read by Larry Wilson, executive director of DLA Enterprise Solutions, Information Operations, and signed by Vice Adm. Keith Lippert, DLA director, and by DeVincentis to stand down DISMS. ♦



Mae DeVincentis, director of information operations and chief information officer for DLA, signs the official proclamation to stand down the Defense Integrated Subsistence Management System as Tom Spera, director of J6P Philadelphia, looks on. (Photo by Karen Graham.)

Defense Logistics Agency Holds First Enterprise Support Conference

By Steve Wickenheiser
DLA Enterprise Support

Ella E. Studer, director of Defense Logistics Agency Enterprise Support, kicked off the first DLA Enterprise Support Conference by sharing her vision to continue efforts to improve service to military and civilian customers and the Agency's daily culture.

"Establish an Enterprise approach in all you do ... think," Studer told the more than 175 participants who attended the three-day conference during March. They came from each of the DLA's field sites across the country and overseas as well as staff directorates.

Studer reiterated the DLA mission, "to provide the best value logistics support to America's Armed Forces, in peace and war ... around the clock, around the world." She also underscored DLA's vision and values – a focus on people, service, excellence, innovation and trust – and urged DLA employees to "communicate, communicate, and communicate." She emphasized that she envisioned DES as a family, and not as a group of stove-piped activities who failed to communicate among themselves.

Her message was a recurring theme at the conference, which included general sessions on the results of recent efforts to improve the Agency's "Culture Climate,"

customer satisfaction, strategic planning, and environment management system.

DES Acquisition, Business Management, Morale, Welfare, Recreation and Multimedia each conducted all-day breakout sessions for employees. Environment, Safety and Occupational Health and Installation Management held multiple breakout sessions. The conference concluded with a panel discussion on realignment issues, roles and relationships of the field sites with local commands, and budgeting and funding issues.

DLA Enterprise Support's mission is to provide support services, everything from environmental and public safety, to DLA's field sites. ♦

DES members were awarded for their efforts including (from left to right) Alex Case, Peter Wettergreen, Linda Hess, John Zorich, Ella Studer, Stacey Jones, John Guardiani and Vince Mundo. (Photo by Thomas Wilkins)





Lt. Gen. Donald J. Wetekam and Vice Adm. Keith W. Lippert close Air Force-DLA Day by signing the personnel exchange agreement, a new civilian career-broadening initiative between DLA and the Air Force. (Photo by Thomas Wilkins)

Air Force, DLA Renew Partnership, Stress Good News

By Col. Jean Lauzon,
IMA to Air Force National Account Manager

Almost two years after they last met, Defense Logistics Agency and Air Force logistics officials got together during February at DLA headquarters to renew their partnership, review problems and reinforce their “good-news story.” The theme was “Partnering for Readiness” for the 11th annual Air Force-DLA Day.

Lt. Gen. Donald J. Wetekam, Air Force deputy chief of staff for installations and logistics, led a delegation of blue-suiters who joined their DLA counterparts. The five-hour session of briefings and issue presentations helped everyone assess progress and decide what actions to take next to bolster their relationship.

“I’ve been very pleased with DLA’s support to the

Air Force,” said DLA Director Vice Adm. Keith W. Lippert. “There’s more we can both do to get more done and become more cost effective.”

Wetekam said he and Lippert “get together quarterly to review supply metrics and go over other issues. Our purpose here is to go over problems and see how to get better. However, we shouldn’t lose sight of the fact this is a good-news story. We’ve made great improvements. DLA is our biggest supplier, and we have to keep that in mind.”

According to Larry Glasco, director of DLA Customer Operations and Readiness (J-4), “This conference highlights DLA’s partnering with the Air Force through performance-based agreements and our customer touch efforts such as standing up the Customer Operations and Readiness Directorate, increasing the number of customer support repre-

representatives at the major commands and improving customer support as both organizations undergo transformation, with the ultimate goal of increased readiness for the warfighter.”

Lippert welcomed attendees and presented an overview of the DLA command from the strategic perspective, with an emphasis on support to the Air Force. Representatives included officials from the Air Staff, major commands, DLA headquarters and field activities who reviewed progress on partnering efforts and initiatives between DLA and the Air Force. Lippert emphasized the dramatic improvement in DLA's support to the Air Force, but stressed, “We still have more to do.”

Col. Michael Van House, Air Force national account manager, reviewed aviation support metrics and the activities of the recently formed Partnering Agreement Council. A discussion followed on reducing backorders, positioning stock in a more dynamic way to improve readiness and pinpointing causes of hours spent on mission-capable aircraft awaiting parts. The Air Force team will also develop new metrics to better measure DLA's support to the Air Force.

Kathleen Horne, Component Coordination Team chief, updated the status of DLA Logistics Operations Directorate initiatives with the Air Force, including collaborative investment, which aims at eliminating duplicate inventory by using DLA-owned inventory co-located at the air logistics centers. Other initiatives include logistical reassignment of consumable items from the Air Force to DLA under Business Systems Modernization, optimizing storage space through review of retention policy and disposal of dormant stocks, implementing uniform requisitions via the Internet, kitting of parts and using dedicated trucks within the continental United States. The schedule, impacts and cost savings for transferring 30,000 consumable items to DLA were of particular interest.

Rear Adm. Michael Lyden, Defense Supply Center Richmond, Va., commander, covered DLA support to Air Force aviation. He reviewed the transformation environment with emphasis on the performance of

selected weapons and customer-engagement strategies directed toward the goal of “executing a tailored logistics solution.” Montague Ingram, also of DSCR, explained engineering initiatives that improved reliability on Air Force weapon systems components and how further efforts could yield significant product improvement with minimal funding. Attendees discussed funding sources and preventing duplicate efforts.

Maj. Stephen Gray from Air Force Materiel Command provided an update on the customer ordering leveling technique, a DLA strategic distribution initiative for setting retail stock levels for consumable items. Alleviating the volatility due to end-of-year funding continues to be a challenge of this initiative.

Grover Dunn, director of Innovation and Transformation on the Air Staff, discussed the status of Air Force logistics modernization efforts to meet the needs of the expeditionary Air Force. Lt. Col. Scott Tew of Air Force installations and logistics spoke on the restructuring of the Air Force regional supply squadrons to provide uninterrupted support to units deploying from one location to another.

Kathy Cutler, executive director of logistics policy and acquisition management in the DLA Logistics Operations Directorate, briefed the status and schedule of BSM. John Christensen, also of the Logistics Operations Directorate, explained the Warstopper Program, a quick-reaction capability to obtain large quantities of battlefield items such as medical supplies, water purification filters and body armor that

support the individual warfighter in the global war on terrorism.

As the conference concluded, Lippert and Wetekam signed the personnel exchange agreement, a new civilian career-broadening initiative between DLA and the Air Force. Wetekam praised DLA and repeated, “Despite coming together to discuss problems and issues, clearly this is a good-news story. DLA support to the Air Force is improving every day, and this is evident wherever I walk the flight lines.” ♦

“I’ve been very pleased with DLA’s support to the Air Force. There’s more we can both do to get more done and become more cost effective.”

*- Vice Adm.
Keith W. Lippert*



Exercise Guardian Angel Tests HQC Contingency Plans, Emphasizes Safety

By Joy Kress
DLA Public Affairs Office

It can be challenging for an entire work force to take contingency plans seriously when most often, these plans are only tested rather than performed during a real-time emergency.

However, in the post-Sept. 11 world, no one has to look too far from his own backyard to anticipate a potential crisis. In the age of the global war on terrorism, no Defense Department agency is off limits.

Without proper planning and the dissemination of employee's responsibilities during a catastrophe, personnel would never know how to continue mission-essential functions during any emergency situation.

This is why a large-scale emergency response, Exercise Guardian Angel, was implemented in March, so that all McNamara Headquarters Complex tenants in a first-ever collaboration with Defense Logistics Agency field activities and Fort Belvoir, Va., emergency-response organizations could react to multiple calamitous scenarios.

By incorporating emergency simulations simultaneously throughout the day such as workplace violence, bomb and radio-biological threats, and information technology disasters, DLA's occupant emergency, continuity of operations, information assurance and anti-terrorism force-protection plans were all put to the test.

By mid-morning, police cars, fire trucks and ambulances lined the perimeter of the headquarters complex parking lot as paramedics attended to 'victims' who were made-up with injuries from shrapnel to gunshot wounds. DLA Public Affairs had to fend off 'reporters,' while DLA police officers had to gather intelligence about a 'perpetrator' on the grounds that had planted bombs throughout the complex. While all of the role players and scenarios were pre-planned, the exercise did attract real media coverage from local television and newspapers.

Even though it is unlikely that each scenario would occur at the same time, participants and observers were able to track which processes worked and which ones still need improvement. Since providing uninterrupted support to the warfighter is critical to the DLA mission, improving these contingency processes will ensure that DLA and its activities can provide support during emergencies, even when normal operations are disrupted.

It took six months to plan for the exercise, according to DLA Business Continuity Program Manager Linda Uehling, who said that the partnership between the complex's, Fort Belvoir's and Fairfax County, Va.'s, first responders helped to reveal how well each group's plans integrated with one another.

"We didn't want to make this an easy exercise for everybody," Uehling said. "We didn't want everyone to have all the answers so that we could pat ourselves on the back. We really wanted to stretch ourselves and let



Personnel evacuate the McNamara Headquarters Complex during a simulated emergency. (Photo by Thomas Wilkins)

people do what they were going to do, whether they were going to follow the plans or not. These are the types of things we need to know might happen during an emergency.”

With safety uppermost in everyone’s mind, it continues to be a challenge to communicate the roles that employees will play during an emergency.

Whether it is being able to identify an office’s fire warden or knowing who assists people with disabilities during an evacuation, it is important for supervisors to take time to get the information out to their teams about emergency plans.

One major observation during the evacuation of about 4,000 military, contractor and federal civilian personnel, was that many employees did not use the emergency exits.

“It’s like everyone was so pre-wired to go out the main doors,”

Uehling said, “that people didn’t realize that they could use the emergency exits during an exercise.”

Even though the evacuation went smoothly, the time that it took employees to vacate the complex could have been reduced if people would have known that it was okay to use the emergency exits.

Observations like these can only happen during the actual exercise, according to Uehling. “You can write plans that make sense to you, but when the rubber meets the road, that’s where you really get your lessons learned.”

Many employees were also not aware that they should not use their cell phones during the exercise. In a real-life situation, phones and BlackBerry units could trigger bombs and improvised explosive devices.

These types of lessons learned and after-action reports continue to filter throughout the participating agencies. Some DLA field-activity representatives participated as observers to collect lessons learned for this exercise as well as taking those lessons back to their own facilities.

“I expected lots of learning from this exercise,” DLA Enterprise Support Director Ella Studer said. “We did this test because we care about our employees, and we have to be prepared. This exercise was to make sure that we keep our employees safe, fill in the gaps to our emergency operation procedures and find out if we can continue our

critical missions of supporting the warfighter with all of these obstacles.”

The second day of Guardian Angel involved a successful relocation of select DLA headquarters employees to an alternate COOP site to conduct DLA headquarters-essential functions. There were also scenarios presented to management requiring them to respond by coordinating with other J-codes and field activities to simulate solving problems during a crisis event.

Since one of the scenarios at headquarters included a loss of computer architecture, employees had to be able to log in to a backup network through alternate workstations.

“Headquarters personnel learned a lot during the exercise,” Uehling said, “which will improve our emergency preparedness plans during a real crisis. I hope that people understand that these drills are not a waste of time. They could mean the matter of life and death.” ♦



DLA Police and the Fort Belvoir Fire Department worked hand in hand to seal off a simulated contaminated area and evacuate employees from the headquarters complex. (Photo by Thomas Wilkins)

Soldiers, Media Get First Look at DSCR-developed Helicopter Technology

By Debra Bingham and Will Daniel
Defense Supply Center Richmond
Public Affairs Office

Local media representatives got a firsthand look in February at how the Army is protecting helicopter windscreens using a new system developed by Defense Supply Center Richmond, Va., engineers. A tear-off windshield laminate, based on a product used by NASCAR, protects windscreens from damage and cuts down on costly replacements.

The initiative began with a submission to the Army Suggestion Program by Sgt. 1st Class Paul Kagi and Sgt. Mike "Moon" Mullen, helicopter mechanics assigned to the 2nd Battalion, 224th Aviation Regiment of the Virginia Army National Guard at Richmond International Airport.

In the February demonstration, Mullen and Kagi helped apply the laminate to one of the Guard unit's UH-60 Black Hawks. Media representatives and a Defense Logistics Agency video team recorded the demonstration. DSCR officials, contractor employees and Navy acquisition officials who are also interested in the technology witnessed the demonstration.

"It's a lot easier to peel this off and put another on than it is to replace the windscreen," said Mullen, a 29-year veteran of Army aviation.

And it saves the Army nearly \$14,000 each time a windshield replacement is avoided.

Their idea caught the interest of the Army and other agencies concerned about the increased consumption rate of Black Hawk windshields from operations in the deserts of Iraq and Afghanistan. That rate reached the point where demand outstripped the manufacturer's ability to produce them fast enough. The three windshields on a

Taylor Frazier, an engineer in DSCR's Sustainment Engineering Branch, and Sgt. Mike "Moon" Mullen of the Virginia Army National Guard watch Devon Jenkins of United Protective Technologies prepare a UH-60 Black Hawk windshield for a special laminate. Mullen is one of two soldiers who submitted the idea for the new laminate to the Army Suggestion Program. (Photo by Will Daniel)



Black Hawk cost \$15,000 to replace.

Kagi said he had help from DSCR right from the start. "An item manager for Black Hawk windshields in DSCR, Richard Stackhouse, was extremely helpful," said Kagi, who has 23 years aviation experience. "He provided us the cost and the number of windshields purchased, which was very helpful information. That's the kind of information that propels a suggestion forward."

DSCR's Aviation Engineering Directorate provided the "seed money" and partnered with Army officials to find a solution.

An integrated team performed engineering and feasibility studies, and testing on the laminate. The team determined that the laminate, which costs \$1,100 to apply, prolongs the life of the windshield from six to 15 months. When the laminate is damaged, it can be peeled off and a new one applied.

"While the project focused on qualifying the laminates for Army Black Hawk helicopters, development and testing was also done on the Chinook," said Taylor Frazier, an engineer in DSCR's Sustainment Engineering

Branch. "The [Army's] Aviation Applied Technology Directorate did flight testing of the laminate at Yuma [Ariz.] Proving Ground. The Army Cargo Helicopters Program Management Office allowed us to piggyback during their testing, so we were able to avoid \$500,000 in flight-testing costs."

Pro-Tint Inc. and United Protective Technologies, based in North Carolina, developed the laminate for the helicopters. DSCR now has stock numbers assigned for the laminate and provides a \$160 tool kit for preparing the windshield and applying the laminate.

The laminate reduces ultraviolet rays by 99 percent, said Andrew Hough of United Protective Technologies, who assisted in the demonstration. "It [the laminate] will last three to six months, depending on conditions."

Hough also said it takes the laminate only 24 hours to dry and can be easily applied by soldiers. It's "soldier-proof," Frazier said.

Last November, the Army authorized the laminate for use on its Black Hawk helicopters in Iraq and Afghanistan. ♦

Sgt. 1st Class Paul Kagi, a helicopter mechanic assigned to the 2nd Battalion, 224th Aviation Regiment of the Virginia Army National Guard at Richmond International Airport, applies a DSCR-developed laminate to the windshield of a UH-60 Black Hawk helicopter. Devon Jenkins of United Protective Technologies provided instructions and advice. Kagi is one of two soldiers who submitted the idea for the new laminate to the Army Suggestion Program. (Photo by Will Daniel)



DSCR NCO Returns from Kuwait

By Tonya Johnson
Defense Supply Center Richmond
Public Affairs Office

Air Force Master Sgt. Carrie Kruse has been adjusting to driving in the United States after ending a three-month deployment in January at Camp Arifian in Kuwait.

"It was a great place to train stunt drivers," said Kruse. "You develop a different sense of awareness because the people drive really fast, pass you on the median, and it's common for the local people to stand on the edge of the highway or even dart across the highway. It took me a while to readjust to driving back in the United States."

Kruse, who has been at Defense Supply Center Richmond, Va., nearly two years, is assigned to Aviation and Airframes Branch 3, Integrated Supplier Team 9.

Kruse's deployment was a part of her special duty in the Air Force's Wholesale Logistics Program, which is a career broadening program designed to enhance the service member's knowledge of wholesale-level supply. The deployment allowed Kruse to see how logistics are conducted in a joint environment to get military personnel from the different branches the parts they need to repair equipment from the various Defense Logistics Agency supply centers and their contractors.

"My primary mission was to expedite requisitions for the Combat Equipment Battalion in Kuwait," said Kruse. "This facility is responsible for repairing Humvees and tanks damaged in battle and sending them back up to

Iraq to rejoin the battle."

One of the biggest projects Kruse worked on was obtaining suspension kits for the add-on armored Humvees.

Kruse played a key role in coordinating the production schedule and support plan for the suspension kits. She said efforts to enhance the suspension systems of these Humvees carrying 2,000 to 3,000 pounds of additional armor prompted talks between the DLA Contingency Support Team,



Air Force Master Sgt. Carrie Kruse had a three-month deployment at Camp Arifian in Kuwait. Kruse is back at work at Defense Supply Center Richmond, Va.

Defense Supply Center Columbus, Army Materiel Command, Tank Automotive and Armaments Command, and the Combat Equipment Battalion in Kuwait and initiated plans for 4,500 kits.

"This deployment allowed me

to work with the Army and learn how soldiers receive parts for their tanks, ground vehicles, and aviation equipment. Now I know more about Army systems and am able to better talk to an Army logistician when attempting to acquire parts that the Air Force may need and vice versa."

Kruse said she appreciated the support of her family and also the leadership and her co-workers at DSCR while deployed.

"Rear Admiral [Michael] Lyden called me during the Christmas holiday, and I received a huge banner from DSCR. My former co-workers from the Emergency Supply Operations Division also sent me e-mails and care packages. I felt a bit spoiled because some of the people I worked with didn't hear from their units," said Kruse. "The people at DSCR are so considerate, and the outpouring of support truly overwhelmed me."

"We wanted to show her a lot of support while she was gone," said Debra Call, chief of the procurement branch, ESOD. "We understand how hard it can be on individuals when they deploy so we wanted to let her know how much we missed her. We were in contact so much it's almost like we were there with her."

Kruse, who hopes to deploy again before she retires, wants people to know that her job in supply is important.

"Troops can't eat, sleep, or carry out their mission unless they have the necessary supplies and equipment," she said. "In the Air Force, we use the phrase, 'you can't fly without supply.' I take that motto to heart." ♦

Carpenter Receives DOD Standardization Award

By Dan Bell
Defense Supply Center Columbus
Public Affairs Office

For the past couple of years, Defense Supply Center Columbus, Ohio, employee Bill Carpenter has been chipping away at a stumbling block that was limiting support for warfighters and critical weapons systems.

As a direct result of his knowledge and leadership abilities, Carpenter developed a specification for nano-miniature connectors, which represent a major infusion of technology into the connector stock class.

For his efforts, Carpenter received a Department of Defense Individual Standardization Program Award in March.

The DOD Standardization Program recognizes individuals and organizations that have effected significant improvements in quality, reliability, readiness, cost reduction and interoperability through standardization.

"The warfighter now carries more computer power to the battlefield than once existed in an entire building of a data processing center," said Rick Taylor, a supervisory electronics engineer who is Carpenter's supervisor. "Until the introduction of the nano-miniature connector, miniaturization was limited by the size of the

interconnect system. Now weapon systems can take a major step forward in miniaturization because interconnect systems have been downsized to meet the need."

Carpenter, an electronics technician on the DSCC Interconnection Devices Team, wrote specification MIL-DTL-32139 for nano-miniature connectors. Nano-miniature describes connectors with very small (0.025-inch) spacing. This connector is being used or planned for use by every military service as well as NASA. This type of connector has been used in the recent mobile probes on Mars and will eventually be used in any electronic system where size and weight play a role.

"There were a couple of challenges for designing the standard," added Carpenter. "We first needed to have manufacturers agree on a design, and next we needed to develop an interface design which would be reliable, testable and durable in preventing connector pins from bending with use."

Standardizing and designing reliable nano-miniature connectors was no easy task.

According to Taylor, during a two-year period, Carpenter was instrumental in bringing together various manufacturers, along with members from military services.

During these meetings, Carpenter was able to persuade manufacturers to share their design ideas with the competition in developing the connector. Carpenter brought the parties together, mediated disputes, recognized rival marketing agendas, and gained consensus among opposing parties.

Taylor complimented Carpenter's timing in designing a standard citing that miniaturization is the key to packing more capability into a small place.

"For many years, electronic interconnect systems have been a major size and weight driver for weapon systems," Taylor said. "The introduction of the nano-miniature connector provides system designers with a small lightweight connector to meet the needs of systems miniaturization."

The nano-miniature connectors covered in Carpenter's specification are used on an array of diverse systems. It also is being evaluated for NASA's Light Weight Life Support monitoring system and clothing.

According to Carpenter, the standardization process was challenging and rewarding. Manufacturers are currently in the process of qualifying their parts to meet the specification designed by Carpenter and someday he hopes to see the end result of his specification by visiting a nano-miniature connector plant. ♦

Bill Carpenter (center left) displays his plaque after receiving the 2004 Department of Defense Individual Standardization Program Award. Carpenter received the award, in part, as a direct result of his knowledge and leadership abilities in developing a specification for nano-miniature connectors. Also pictured are (from left) Gregory Saunders, director of the Defense Standardization Program Office; Lou Kratz, Assistant Deputy Under Secretary of Defense for Logistics Plans and Programs; Christina Metz, DLA J321; DLA Vice Director Air Force Maj. Gen. Mary Saunders (center); Kathy Cutler, DLA J33; DSCC Chief of Staff Navy Capt. Mark Brown; Bill Lee, DLA J334; Sam Merritt; deputy director, DSCC Operations Support Group; and David Moore, supervisory electronics engineer. (Photo by Thomas Wilkins)



DLA Wins Alternative Dispute Resolution Award for Acquisition

By Jim Katzaman
DLA Public Affairs Office

The Defense Logistics Agency has received the Outstanding Federal Procurement Alternative Dispute Resolution Award, presented by the Office of Management and Budget's Office of Federal Procurement Policy and the Chief Acquisition Officers Council. This award recognizes innovative and effective ADR programs, which deliver better results to the taxpayers and drive down the cost of government.

The Agency received the award in a presentation in April at the Eisenhower Executive Office Building. The other recipient of the 2004 Awards was the General Services Administration Board of Contract Appeals. This is the third time OFPP has presented the awards. Accepting the award for DLA was Bruce W. Baird, DLA general counsel, Elizabeth M. Grant, associate general counsel for acquisition and head of the Agency's acquisition ADR program, and Beth B. Lagana, the overall DLA ADR program manager.

ADR provides a quick and effective way to resolve disputes, allowing agencies and contractors to maintain long-term, solution-oriented relationships, without going to court. DLA formed its program 15 years ago, shortly after passage of the ADR Act in 1990. Although ADR types vary, they all involve using a neutral third party to help solve the problem. DLA has a strong ADR policy that makes ADR the preferred dispute resolution approach and requires justifications to proceed with litigation. ADR training is mandatory for all Agency acquisition lawyers and is provided regularly to acquisition personnel. The grassroots efforts of ADR specialists in each field legal office have been crucial to the success of the program, in addition to the support of top management.

Overall, the DLA acquisition ADR program covers all

types of acquisition and sales transactions at any stage. Examples include protests (contracting officer, Agency-level and Government Accountability Office); dispute avoidance and prevention; complaints filed with the task and delivery order ombudsman; matters raised in congressional inquiries; pre-claim contract disputes that arise between DLA and contractors; contractor claims; and DLA claims against contractors, including fraud-related matters. The breadth of DLA's acquisition ADR program stands out, especially considering the smaller size of the Agency compared with other major agencies and DOD components.

Part of the acquisition ADR program has focused on institutionalizing ADR process into the normal acquisition dispute process. Elizabeth Grant outlined some of the efforts that contributed to an award-winning program. "We have developed an ADR clause for all DLA contracts, committing the parties to use ADR before initiating any litigation," she said. "Written policy encourages discussion of ADR in meeting with contractors after they have received contract awards. We also require that contracting officer final decisions include the option to pursue

ADR. And when claims do arise, we have instituted procedures to be sure ADR is considered both before and after actual litigation is filed."

Another unique aspect of DLA's acquisition ADR program is the use of in-house contract lawyers as ADR neutrals. These individuals are experienced in both acquisition law and mediation techniques. Although many agencies have in-house neutrals to address personnel disputes, Grant is not aware of any that use in-house neutrals to resolve acquisition disputes.

DLA has been persistent in encouraging use of ADR in many areas. For example, in acquisition protests, DLA offers mediation, both in person and through telephone conferences, with GAO or Agency personnel as



Robert A. Burton (right), associate administrator for federal procurement policy in the Office of Federal Procurement Policy, Executive Office of the President, presents the ADR Award to DLA representatives (from left) Beth B. Lagana, Elizabeth M. Grant and Bruce W. Baird. (Photo by Thomas Wilkins)

neutrals. DLA protest attorneys often ask for “outcome prediction ADR” from GAO, which has been very helpful to all parties. “Use of ADR has saved time, both in terms of the duration of the dispute and in terms of staff time saved,” Grant said. As an example, she cited GAO protests for fiscal 2004 when 11 of 17 protests went to decision on the merits and six were resolved through ADR. The protests handled via ADR were resolved in half the time compared to those that went to decision, or 40 days instead of 80 days. In addition, about 12 days of staff time were saved during this period using ADR.

One measure of ADR’s success at DLA, according to Baird, is the bottom line. DLA’s acquisition ADR program has, since data was first captured in 1997, resulted in cost savings of about \$10.4 million. For the 188 cases involved during this time, this equates to an average savings of about \$55,000 per case. This figure is primarily comprised of avoiding the costs associated

with traditional formal litigation, avoiding the risks of judgments against DLA and savings from settlements reached by the parties.

Intangible results, Baird added, are equally profound. One example, he said, is improved relationships with contractors and an improved Agency image. Contractors have written to Agency officials expressing appreciation for the use of ADR and how it has been handled. “This contributes to a positive reputation for the Agency in constructive problem-solving and increases the likelihood that ADR will be used in the future,” Baird said.

In the end, Baird said, “The DLA acquisition ADR program has been an effective, cost-efficient way to resolve disputes, and is part of the Agency culture now. Using ADR for contract disputes, rather than traditional adversarial models, has contributed to the view that contractors are partners, not adversaries. This in turn leads to continued cooperation and to the ultimate objective of better mission support.” ♦

Report Alleged Fraud, Waste, Abuse or Mismanagement

The DLA Hotline Program Web site at: www.dla.mil/dcica

The DLA Hotline Program at 1-800-411-9127 or
DSN 427-5447, Fax 703-767-5474 or DSN 427-5474

Write to the DLA Hotline Program:
DLA Hotline Program (DCIA)
Defense Logistics Agency
8725 John J. Kingman Road, Suite 2358
Fort Belvoir, VA 22060-6221

The DOD Defense Hotline Program Web site at:
www.dodig.osd.mil/hotline

The DOD Defense Hotline Program at
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